

**TECHNOSTRUCTURAL INTERVENTIONS AND PERFORMANCE OF
COMMERCIAL BANKS IN KENYA**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

This thesis is dedicated to two important persons who, despite constant prodding and encouragements to me, did not live to see the completion of my PhD program. These are my late father, Mr. John Marwa Nyaisawa, who from an early age instilled in me the importance of seeking, appreciating, preserving and furthering knowledge and my last born brother, the late Amos Nyamataga Marwa who kept on nudging me to ensure that I finished the program.

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OPERATIONAL DEFINITION OF TERMS

- Technostructural interventions:** A typology of organization development interventions whose areas of thrust are job redesigns, organizational structure, organizational technology, and other high-involvement organizational practices.
- Employee commitment:** Degree to which an employee identifies with the goals and values of the organization, and is willing to exert effort to help it succeed.
- Management-by-exception:** An approach to leadership in which the leader intervenes only if standards and expectations are broken.
- Intellectual stimulation:** A leadership approach that encourages innovation, creativity, critical thinking and problem-solving skills and involves development of followers' thoughts and imaginations with the intention being to enhance followers' ability to identify and solve problems creatively.
- Contingent rewards:** Motivation-based leadership approach that rewards employees that meet their identified goals and its primary purpose is to provide positive reinforcement for a job done professional and timely fashion.
- Task variety:** This refers to the degree to which an employee's job tasks requires a variety of different activities which would require application of different skills.

Task identity:	This refers to the degree to which a job requires doing a task from beginning to end, with an observable outcome being used to judge completion.
Task significance:	This refers to the degree to which a given job has a significant impact on the lives of other people, who may be in the immediate organization or may be in the external environment.
Responsiveness:	This refers to the ability of an organization to react fast and in a timely manner to changes in its operating environment.
Flexibility:	This refers to the ability of an organization to employ multiple ways to succeed in tough operating times.

ABBREVIATIONS AND ACRONYMS

BBK	Barclays Bank of Kenya.
CBK	Central Bank of Kenya.
KCB	Kenya Commercial Bank.
NBK	National Bank of Kenya.
UNESCO	United Nations Education and Social Council.

ABSTRACT

Kenya's banking industry has for many occasions experienced turbulence, leading to growing aspersions as to its stability and continued performance. Commercial banks have consequently been seen to be putting in place measures to enable them continue performing as expected. Some of these strategies have included embracing organization development interventions, such as technostructural interventions. From the literature, studies still point to the fact that there exists a theoretical quandary on whether technostructural interventions can indeed lead to desirable organization performance outcomes, or not. The need to fully comprehend the effects of technostructural interventions on performance of commercial banks in Kenya thus became necessary. As well, given that employee commitment has been argued to be an important determinant of organization performance, incorporating the same in study, as a mediating variable, in exploring the extant relationship between technostructural interventions and performance of commercial banks in Kenya, was considered vital. Buoyed by scholarly arguments, this study, besides, incorporated leadership styles, specifically transformational and transactional leadership styles, as a moderating variable in the relationship between technostructural interventions and organizational commitment, and also as a moderating variable in the relationship between employee commitment and organizational performance. The study objectives hence were : To determine the effect of job enrichment on performance of commercial banks in Kenya; to determine the effect of employee involvement on performance of commercial banks in Kenya; to determine the effect of physical layout on performance of commercial banks in Kenya; to establish the mediating effect of employee commitment on the relationship between technostructural interventions and performance of commercial banks in Kenya; to establish the moderating effect of leadership styles on the relationship between technostructural interventions and performance of commercial banks in Kenya; to establish the moderating effect of leadership styles in the relationship between technostructural interventions and employee commitment in commercial banks in Kenya and to establish the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in Kenya. The theories that illumined this study included the sociotechnical systems theory, the Herzberg two factor theory, the Job Characteristics Model and the AMO theory of organisation performance. The study adopted a positivst philosophy and blended cross sectional and descriptive research designs. The population comprised of all the commercial banks in Kenya. Sample size for the respondents was determined by the Yamane formula. Research data was collected using questionnaires. Descriptive analysis was undertaken on respondent's biographics and bank characteristics. Multiple regression models were then used to analyses the relationships and as such to test the hypotheses at 0.05 significance. The study established that employee involvement has a positive and significant effect on the performance of commercial banks in Kenya. The study also established that employee commitment partially mediates the relationship between technostructural interventions and the performance of commercial banks in Kenya and that leadership styles moderate the relationship between employee commitment and performance of commercial banks in Kenya. On the basis of these characteristics, conclusions and recommendations were made, chief being that banks be cautious in using physical layout and job enrichment interventions as strategies of driving performance and that other studies be undertaken to establish under what circumstances job enrichment and physical layout interventions can be used to drive performance of commercial banks in Kenya. Even so, it is expected that the findings of this study will help inform policy in commercial banks besides contributing to the field of organization development in Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Commercial banks are critical in driving economic development, as they play a role in financial intermediation, facilitating growth of other key economic sectors (Saini & Sindhu, 2014; Ongore & Kusa, 2013; Ikhide, 2009). Non-performance of a country's banking sector can therefore lead to undesirable economic effects such as declined economic output, lowered investments and reduced employment levels (Dell'Ariscia, Enrica, & Raghuram, 2008; Demirgüç-Kunt, Enrica & Poonam, 2006). Kenya's economic blue print, the Vision 2030, is accordingly seen to emphasize the importance of a stable banking sector in the attainment of the country's mid-term and long-term development objectives (GoK, 2007d).

A flip through history, however, indicates that Kenya has experienced serious banking industry challenges that have many times led to dwindled industry performance, and in some extreme cases, led to collapse of domestic banks (Kamau & Were, 2013; Kithinji & Waweru, 2007). In the year two thousand and fifteen alone, the Central Bank of Kenya, the regulator of the banking industry in Kenya, in the space of two months, placed two commercial banks under receivership (CBK, 2015) with the regulator indicating the need to continue to closely monitor the banking industry in Kenya to ensure that commercial banks continue to function and perform as envisaged.

Key among the challenges that have bedeviled the banking industry in Kenya include an increasing level of competition (Kungu, Desta & Ngui, 2014). Industry competition is actually a major challenge that has been argued to lead to glitches in

many banking sectors across the global landscape (Boudriga & Ghardallou, 2012). Consequently, it is increasingly becoming essential for top level management of banks in Kenya to come up with ingenious ways of addressing challenges emanating from an increasingly competitive environment (Ongeri, Nyaoga, Bosire & Nyambega, 2014) if at all organization performance objectives are to be sustained (Mungai & Omagwa, 2017).

Commercial banks in Kenya have, for that reason, among other measures, proactively undertaken organization development interventions over the years in a bid to drive up their performance levels (KCB, 2012; BBK, 2013; NBK, 2013). Kenya Commercial Bank Ltd, for instance, undertook organization development interventions between the years two thousand and eleven through two thousand and thirteen, with the overriding objective being among other things, to enhance its performance (KCB, 2011; 2012; 2013). Barclays Bank of Kenya Ltd, another major bank in the Kenyan market, also undertook organization development interventions in the year two thousand and twelve in key areas, with a view of improving its organizational performance (BBK, 2013). The same was the case with the National Bank of Kenya Ltd which also undertook organization development interventions in the year two thousand and thirteen, with the chief intention of the interventions being improvement of its performance (NBK, 2013).

The increasing reliance on organization development interventions as a strategy of enhancing performance of commercial banks in Kenya is fundamentally in sync with general scholarly posits on the influences of organization development interventions on organization performance, as it has been argued that organization

development constitutes important features that can enable an organization attain its strategic goals (Khattak, Sumaira & Chaudhry, 2015; Agarwal & Helfat, 2009; Bae & Lawler, 2000). Even from its conceptual abstraction, organization development is supposed to embody practices undertaken by practitioners to help organizations improve performance and effectiveness (Cummings & Worley, 2009). Competence in executing any organization development interventions, tandem with the overall organizational strategy, is, however, a key distinguishing characteristic of successfully run organizations (Lawler & Worley, 2006). It is therefore vital that management of commercial banks in Kenya thoroughly understand the benefits, or lack of, of adopting the various typologies of organization development interventions in driving organization performance, before implementing them in their organizations.

Essentially, there are four typologies of organizational development interventions that have been discussed in the literature. These are Human Process Interventions, Technostructural Interventions, Strategic Interventions and Human Resource Management Interventions (Idris, Adekalu & Kabiru, 2014; Cummings & Worley, 2009). Human Process Interventions are those targeted on social processes in the organization such as communication in the organization, leadership in the organization and group dynamics (Cummings & Worley, 2009). Technostructural Interventions, on the other hand, are organization development interventions targeted towards structural and technological issues in the organization and comprise of interventions in organization designs, work redesigns and employee involvement (Cummings & Worley, 2009). Human Resource Management Interventions on the other hand are involved with attraction of competent talent to the organization and using this talent to drive organizational objectives. Finally, Strategic Interventions

seek to help organizations transform and keep pace with changing conditions in operating environments and are exemplified by interventions such as acquisitions, mergers and organization learning (Cummings & Worley, 2009).

1.1.1 Technostructural Interventions

Of the different typologies of organization development interventions, commercial banks in Kenya have been seen to more and more embrace technostructural interventions (KCB, 2012; BBK, 2013; NBK, 2013; Munjuri, 2011). These interventions, as typologies of organization development interventions, entail the design and re-design of organization models, and are usually executed through application of interventions such as technology changes, employee involvement, work redesign, parallel structures and changes in workplace physical arrangement and settings (Sandhu, Mannu & Virk, 2012; Cummings & Worley, 2009). Technostructural interventions, therefore, are argued by scholars to be deliberate organization development interventions undertaken by organization development experts to institute enhanced organizational performance in dynamic environments (Sandhu, Mannu & Virk, 2012; Cummings & Worley, 2009; Cummins & Worley, 2001; Pettigrew, Woodman & Cameron, 2001).

Technostructural interventions therefore are usually executed differently, and with different objectives (Cummins & Worley, 2009). For instance, technostructural interventions such as job enrichment entail vertical work loading that provides employees with more discretion in planning, controlling and evaluating their work (Hellriegel & Slocum, 2007; Parker, 1998) thereby facilitating organizational performance. This is so because job enrichment interventions have been found in

some settings to have positive effects on employee work motivation, job satisfaction and employee task performance (Cummings & Worley, 2009). However, some organizations still have systemic barriers that water down the effectiveness of job enrichment interventions in organizations (Cummings & Worley, 2009) which therefore necessitates continued research on the efficacy of job enrichment interventions in facilitating organization performance in various organizations, and as was the case of this study, the efficacy of job enrichment in driving the performance of commercial banks in Kenya.

Employee involvement, on the other hand, as a technostructural intervention, entails involving employees more in decision making processes (Walton, 1985). It is a key typology of organization development intervention as it has been argued to positively affect organization effectiveness and performance (Shivangee & Dixit, 2011; Cox, Zagelmeyer & Marchington, 2006). Accordingly, organizations faced with challenges such as managing costs, undesirable performance and low employee commitment levels have been seen to turn to this typology in a bid to address such challenges (Cummings & Worley, 2009). The level of its success in attaining its intended objectives is, however, contingent on many other contextual organizational factors (Cummings & Worley, 2009) thus the continuing need to analyze its effects in regards to driving the performance of organizations.

Last but not least, technostructural interventions in physical layouts are usually implemented in organizations from the conviction that a good working environment keeps employees comfortable in the execution of their job tasks (Burke, 2000) hence enabling them undertake their work better, thereby improving employee and

organizational performance. Good physical layouts also complement employee involvement interventions given that well designed physical layouts provide conducive environments for employee participation in decision making (Cummings & Worley, 2009). Other benefits of a well-organized physical layout include improved employee job satisfaction and reduced employee fatigue (Kondalkar, 2007) which then leads to improved employee and organization performance.

A cursory view of the global landscape indicates that technostructural interventions are indeed popular forms of organization development interventions. For example, in the United States of America, technostructural interventions have been cited by scholars to be one of the most common types of organization development interventions (Fagenson-Eland, Ensher & Burke, 2004; Burke, 2002; Beer & Walton, 1990). Besides the United States of America, technostructural interventions have also been seen to be embraced in some Asian tigers such as Hong Kong (Lau, McMahan, & Woodman, 1996). Other countries that have been seen to implement technostructural interventions include Germany, France, Ireland, Sweden, Mexico, India and Australia (Cummings & Worley, 2009). In Kenya, technostructural interventions have also been witnessed across many corporate organizations (Munjuri, 2011) with calls still being made for more adoption of these interventions to foster performance of banks in in Kenya, particularly on the technology front (Kungu, Desta & Ngui, 2014).

The foregoing notwithstanding, there have been muted criticisms emanating from scholarly circles regarding the use of technostructural interventions in organizations. For example, it has been argued that employee involvement may lead to organization

malfunctioning resultant from poor decisions being made by employees (Amir & Amen, 2014). Job enrichment, on the other hand, has also been criticized as to lead to work intensification thereby leading to lowered productivity amongst employees, hence being a detriment to organization performance (Onimole, 2015). Propositions on how to address these challenges are varied but includes establishing means through which employee commitment in organizations can be intensified in order to increase the success and attainment of the objectives of organization development interventions (Zafar, 2015; Vonai, Sithole & Kunaka, 2015).

1.1.2 Employee Commitment

Employee commitment has been viewed variously and with a variety of definitions as to what it constitutes (Dixit & Bhatti, 2012). However, the conceptualization of employee commitment by Meyer and Allen (1990) into affective commitment, continuance commitment and normative commitment in the three components model is one of the most notable abstractions of the concept of employee commitment (Dixit & Bhatti, 2012). In this conceptualization, affective commitment relates to a personal attachment that an employee has to an organization (Meyer & Allen, 1990). This type of commitment makes an employee exert wholly in the pursuit of an organization's goals. It drives an employee to put in extra effort and Meyer and Allen (1997) argue that it is the most important type of employee commitment, and thus is the type an organization would wish to instill in its employees.

Continuance commitment on the other hand is the type of commitment that makes an employee stay with the organization because they need to (Khan, Zia-ur & Akram, 2012). It essentially arises from employment terms, such as the nature of job contracts

(Mullins, 2001) and is generally expressed by an employee when one feels leaving the organization is quite costly and cumbersome (Mullins, 2001). Normative commitment on the other hand is related to a general feeling of will to stay in the organization (Khan, Zia-ur & Akram, 2012) and is a feeling of obligation to the organization, and is expressed by an employee feeling of being indebted to the organization for being considered for a job, when one needed it (Mullins, 2001).

Although all the three types of employee commitment are important, their influences on organizations are of different degrees (Meyer & Allen, 1997). Meyer and Allen (1990) therefore indicate that if an accurate depiction of total employee commitment is to be got, then these three types of employee commitment should be evaluated together given that total employee commitment is the net sum of all these three typologies of employee commitment. This approach of assessing employee commitment as offered by Meyer and Allen (1990) has been seen to be employed by various scholarly studies on employee commitment (Dixit & Bhatti, 2012).

Primarily, employee commitment to organizations is affected by among many other things, organization development interventions (Biljana, 2005; Vakola & Nikolaou, 2005). This infers that employee commitment can hypothetically derive from organization development interventions, such as technostructural interventions. Organization development interventions, more often than not, can also lead to surges in employee anxiety (Bordia, Hunt, Paulsen, Tourish & DiFonso, 2004) which negatively impacts employee commitment to organizations, thereby negatively impacting organization performance.

Several other factors have also been suggested to affect employee commitment to organizations. For example, to bank employees, precursors that have been fronted to affect employee commitment include relationships with supervisors and management (Tung, Khuong & Nguyen, 2014). Sofat, Kiran and Kaushik (2015) and Yiing, Zaman and Ahmad (2009) are seen to posit that leadership behaviour actually affects employee commitment to organizations. An investigation of the effect of leadership styles on the relationship between employee commitment and organization performance therefore becomes a judicious venture. In the context of Kenya's banking industry, this is all the more imperative given that commercial banks in Kenya have been reported to grapple with the challenges of low employee commitment and high employee turnover levels (Nyambura, 2015).

1.1.3 Leadership Styles

By and large, the subject of organizational leadership is actually not trivial. This is because most organizations' performances chiefly depend on the quality of leadership (Northouse, 2007) for leaders play the critical role of setting the direction the organization is supposed to go to, through aligning models (Kotter, 2001). Effective leadership has thus been argued by different scholars to be the principal source of competitive advantage for many organizations (Zhu, Chew & Spangler, 2005; Rowe, 2001).

Even so, organization leadership has repeatedly been identified as an urgent global human resource management challenge that needs to be addressed in today's dynamic business world (Deloitte Consulting, 2014; 2015). It has also been explicitly argued by scholars that most organization development interventions actually fail because of

lack of leadership (Lawson & Price, 2003; Zell, 2001). Consequently, it is requisite that studies on the efficacy of organization development interventions also focus on the role of different leadership styles in facilitating successful execution of organization development interventions.

Whereas there are varied leadership styles, the literature indicates growing enthusiasm to specifically understand the impact of transformational and transactional leadership styles in organizations (Gardner, Lowe, Moss, Mahoney & Cogliser, 2010). Both of these two leadership styles have been argued to be influential in enhancing organizational performance (Laohavichien, Fredendall & Cantrell, 2009) but differences in opinions still exist on which of these styles has greater impact in driving organization performance (Wu, 2009; Boerner, Eisenbeiss & Griesser 2007; Purvanova, Bono & Dzieweczynski, 2006; Epitropaki & Martin, 2005). Therefore, in view of the existing scholarly debates regarding the usefulness of transformational and transactional leadership styles on organization outcomes, these two leadership styles are best analyzed from the full range leadership perspective, given that they have also been argued to augment one another (Bass & Avolio, 1993). Augmentation in this case suggests that the two leadership styles complement and supplement one another (Judge & Piccolo, 2004). The suggestion of analyzing the effects of the two leadership styles on organizational outcomes together furthermore finds justification from the arguments of Bass (1999) who posits that best leaders are those who exhibit both transformational and transactional leadership styles.

1.1.4 Performance of Commercial Banks

Kaplan and Norton (1996) argue of the need to differentiate between two constructs in discussions on organization performance: outcomes and drivers. Whereas Kaplan and Norton (1996) do not give a concise definition of these two, Swanson and Holton (2001) illuminate on the subject and indicate that performance outcomes mainly relate to financial and productivity measures such as profitability and returns on investments, while performance drivers, on the other hand, are prime indicators of future organization outcomes. Drawing from the works of organization development scholars such as Cummings and Worley (2009; 2006; 2001) and Swanson (1994) performance indicators are construed to encompass aspects such as an organizations' flexibility and an organizations' responsiveness to changes in the operating environment. Organization flexibility and organization responsiveness as key indicators of organization performance have, however, been regarded differently by scholars. The literature, nevertheless, indicates that flexible and responsive organizations do respond fast to changes in their operating environment hence enabling their continued success (Thongsodsang & Ussahawanitchakit, 2011; Passmore, 1994). Organizations need to therefore continuously endeavor to re-organize processes, individual behavior and structures (D'Aveni, 1994) if they are to attain these two critical indicators of organization performance.

Kaplan and Norton (1996) and Swanson and Holton (2008) are seen to argue that only when organization performance outcomes and organization performance drivers are conjointly considered will long-term, sustained organizational performance be guaranteed. This line of argument is bolstered by the opinions of Bol and Smith (2009) who argue that solely relying on objective measures of performance in gauging

performance is flawed, given that subjective measurements of performance usually incorporate a wider range of factors, thereby making them a central aspect of analysis of organization performance.

The general stream of research on performance of commercial banks in Kenya, has, however, been a growing focus on objective measures of performance only. For instance, Onjala (2012) in a longitudinal study of performance of commercial banks in Kenya used Returns on Equity as a measure of commercial banks performance. Ongore (2013) in an investigation of the determinants of performance of commercial banks in Kenya modelled bank performance on Return on Assets, Return on Equity and Net Interest Margin. Onuonga (2014) on the other hand, in a study on top six banks in Kenya, modelled the performance of the top banks in Kenya using bank profitability as the only measure.

A comprehensive appraisal of the performance of the commercial banks in Kenya using both performance outcomes and performance drivers was thus vital, given that the Central Bank of Kenya has over the years depicted vacillating positions of the performance of commercial banks in Kenya (CBK 2012, 2013, 2014, 2015). The need was more apparent after commercial banks in Kenya exposed their incapacity to fast respond to changes in operating environments, after the introduction of the interest rates capping on bank facilities instigated by the Banking (Amendment) Act of 2016 that disrupted the banking environment in Kenya and led to reduction in key performance metrics of the commercial banks (CBK, 2017).

1.2 Statement of the Problem

Sustained performance of commercial banks in Kenya has been an issue of concern, especially in view of the fact that confidence in Kenya's banking industry has in the past been eroded, resulting from collapse of multiple local commercial banks (Kamau & Were, 2013; Kithinji & Waweru, 2007; CBK, 2015). The Central Bank of Kenya, as the regulator of the banking industry in Kenya, has also in the recent past indicated the need to closely monitor commercial banks to ensure continued performance (CBK, 2016) with the Central Bank of Kenya depicting vacillating positions of key performance metrics for these commercial banks (CBK, 2012; 2013; 2014; 2015).

Commercial banks in Kenya, however, have in their own right initiated measures to ensure that they continue performing as expected. Such measures have included among others, embracing organization development interventions, especially technostructural interventions, such as in the cases of Kenya Commercial Bank, Barclays Bank of Kenya and National Bank of Kenya (KCB, 2012; BBK, 2013; NBK, 2013). Increasingly adopting technostructural interventions among these commercial banks, nonetheless, presents a theoretical quandary in view of the fact that there is yet to be general scholarly consensus on the subject of the efficacy of technostructural interventions as means of attaining organization development and organization performance objectives.

For example, while organization development scholars such as Werner and De Simone (2012) hold that technostructural interventions are not an excellent choice of organization development interventions, Aninkan (2014) and Khattak, Iqbal and

Khattak (2013) establish from empirical studies that technostructural interventions such as job enrichment and employee involvement have positive influences on organizational performances. The differences on scholarly opinion on the efficacy of technostructural interventions in effect therefore indicates a knowledge gap that can principally be filled by undertaking a study to shed light on the efficacy of technostructural interventions in driving organization performance, and in the context of this study, the efficacy of technostructural interventions in driving performance of commercial banks in Kenya.

Even so, in analyzing the usefulness of technostructural interventions in this study, it was also necessary to analyze the mediating effects of employee commitment in relationships between technostructural interventions and performance of commercial banks in Kenya. This is because employee commitment is an important determinant of organizational performance (Yiing, Zaman & Ahmad, 2009; Schermerhorn, Hunt, & Osborn, 2000) that is notionally derived from among other things organization development interventions (Lau, Tse & Zhou, 2002) thereby making employee commitment an indispensable aspect of organizations that must be analyzed when evaluating effects of organization development interventions on organizations performance (Bordia, Hunt, Paulsen, Tourish & DiFonso, 2004).

As employee commitment is propped by among other things an organization's leadership styles (Yiing, Zaman & Ahmad, 2009) understanding the moderating effects of leadership styles on employee commitment and on organization development interventions, such as technostructural interventions, continuously become necessary. This is even more evident as empirical studies on the influences of

different leadership styles, such as transactional leadership styles and transformational leadership styles, on organizational performance, have tended to yield mixed results in different research settings (Koech & Namusonge, 2012; Obiwuoru, Okwu, Akpa & Nwankwere, 2011).

The purpose of this study therefore was to fill the inherent knowledge gaps on the effect of technostructural interventions on the performance of commercial banks in Kenya, with this relationship being investigated under the mediating effect of employee commitment and the moderating effect of leadership styles on the relationship between technostructural interventions and the performance of commercial banks in Kenya.

1.3 General Objective

The objective of this study was to determine the effect of technostructural interventions on the performance of commercial banks in Kenya.

1.3.1 Specific Objectives

The specific objectives of the study were:

- i. To determine the effect of job enrichment on the performance of commercial banks in Kenya.
- ii. To determine the effect of employee involvement on the performance of commercial banks in Kenya.
- iii. To determine the effect of physical layout on the performance of commercial banks in Kenya.

- iv. To establish the mediating effect of employee commitment on the relationship between technostructural interventions and performance of commercial banks in Kenya.
- v. To establish the moderating effect of leadership styles on the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.
- vi. To establish the moderating effect of leadership styles on the relationship between technostructural interventions and performance of commercial banks in Kenya.
- vii. To establish the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in banks in Kenya.

1.4 Research Hypotheses

The null hypotheses tested in this study, resulting from the research objectives, were as follows:

- H₀₁ Job enrichment does not have a significant effect on the performance of commercial banks in Kenya.
- H₀₂ Employee involvement does not have a significant effect on the performance of commercial banks in Kenya.
- H₀₃ Physical layout does not have a significant effect on the performance of commercial banks in Kenya.

- H₀₄ Employee commitment does not mediate the relationship between technostructural interventions and performance of commercial banks in Kenya.
- H₀₅ Leadership styles do not moderate the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.
- H₀₆ Leadership styles do not moderate the relationship between technostructural interventions and performance of commercial banks in Kenya.
- H₀₇ Leadership styles do not moderate the relationship between employee commitment and performance of commercial banks in banks in Kenya.

1.5 Significance of the Study

The study was key as technostructural interventions are expensive typologies of organization development interventions. As such, shedding light on how to improve their efficacy is quite important. This was more so important for commercial banks in Kenya which have been seen to be increasingly adopting technostructural interventions as a means of attaining organization development and organization performance objectives. As important therefore, the study will inform decision makers in these banks, through the research findings, of the efficacy of the technostructural interventions of job enrichment, employee involvement and physical layout in driving the performance of commercial banks in Kenya.

The study findings also increase theoretical understanding on whether the identified technostructural interventions are effective as individual interventions or when administered under moderated conditions. This is considered quite essential as empirical research findings have over the years, across various research settings, given mixed findings on the effects of the technostructural interventions of job

enrichment, employee involvement and physical layout on organizational performance.

In addition, the recommendations are likely to open up new frontiers of research into the subject matters here-in. Scholars as such will be able to derive insights from the findings of this research to develop constructs for further research on the subject of technostructural interventions, in organizational development studies, and how these interventions impact on commercial banks performance.

1.6 Scope of the Study

Technostructural interventions come in varied ways. This study however narrowed down to three typologies of technostructural interventions viz employee involvement, job enrichment and workplace physical layout. The choice of these three was justified by the fact that they constitute some of the most recent technostructural interventions undertaken by commercial banks in Kenya.

Additionally, the study only investigated the effects of technostructural interventions on operating commercial banks in Kenya only, excluding ones under receivership. The choice of commercial banks only was informed by the fact that compared to the other types of banks in Kenya, they have been seen to increasingly adopt technostructural interventions in the Kenyan landscape.

From a time perspective, the study only used commercial bank performance data for the year ended two thousand and sixteen, this having been the most recent year with published audited accounts of most of these commercial banks as at the time of the

data collection. Using such static data essentially implies that the methodological scope of the study assumed a cross-sectional latitude.

1.7 Limitations of the Study

In this study, questionnaires were used as the principal research data collection instruments. This implies that responses were dependent on individual responder cognition and perceptions. This limitation was however mitigated by the fact that the research instruments for this study were developed from instruments that have been previously used in other scholarly studies in measuring the constructs postulated in this study.

Another limitation stemmed from the fact that bankers, who in this case were the primary respondents, are usually characterized by constraints in time, as banking is a service intensive industry. The researcher however endeavored to overcome this limitation by targeting the respondents on low seasons such as the mid of the month when banking halls were not typically highly patronized by customers.

Lastly, the study encountered a limitation from the sense that it was undertaken when most commercial banks were reducing their number of employees, citing difficult operating environments. Uncertainty from the side of employees on their continued employment could have therefore affected responses received from the respondents.

1.8 Organization of the Study

This thesis is structured as follows: chapter one delves into the background of the study, the problem statement, the objectives of the study, the research hypotheses, the

significance of the study, the scope of the study and the limitations of the study. Chapter two then plunges into reviewing theoretical literature anchoring this study; with the chapter also looking at extant empirical literature, with a view of highlighting knowledge and research gaps. A conceptual framework is also given in chapter two to mirror what the researcher hunched to be the relationships between the variables in this study.

Chapter three delves into the research design, research problem, research population, sampling technique, data collection methods, pilot study, instrument validity, instrument reliability and also research ethics. Chapter four presents the study findings and discusses them, while chapter five summarizes key features of the study and makes conclusions and recommendations there-of. References, questionnaire instrument and the statutory research permit from the National Commission for Science, Technology and Innovation are then given as appendices.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature relevant to the study. It delves into review of theoretical literature, placing emphasis on theories touching on variables of interest in the study. Furthermore, an empirical review of scholarly literature has also been presented in this chapter, with a view of highlighting extant knowledge gaps on various variable interrelations. A conceptual framework is also presented in this chapter. Review entailed extensive research from textbooks, peer reviewed journals and online resources.

2.2 Theoretical Review

This section plunges into reviewing theories that are of relevance to this study. Review of theories is an important aspect of social science research as knowledge generated from social science research undertakings should be seen to be relating to existing theory (Saunders, Lewis & Thornhill, 2006). Saunders, Lewis and Thornhill (2006) cite Whetten (1989) indicating that what passes as a good theory in social science should plausibly and coherently explain relationships that exist between variables. In this study, The Sociotechnical Systems Theory, The Job Characteristics Model, the Transformational-Transactional Leadership Styles Theory and the AMO Theory of Organization Performance were theories considered illuminating the objectives and variables of this study and have been discussed in detail here-below.

2.2.1 The Sociotechnical Systems Theory

The Sociotechnical Systems Theory, as fronted by Trist and Bamforth (1951) advocates for work to be structured in a way that focuses on both the social and

technical systems of an organization and holds that work designs based purely on technological systems, with no regard to social aspects, are largely sub-optimal (Trist & Bamforth, 1951). Based on the propositions of this theory, there must be a fit between the social and technological design features of organizations and departments, if at all any intended performance is to be attained (Lawler, 1996).

The theory additionally argues for continuous modifications on how work and organizations are to be designed (Trist, 1981) by emphasizing that there exists a close nexus between organization technology, individual roles and the social system in organizations (Eason, 1988). Of importance, this theory has over the years been seen to be applied in a number of ways in many organizations with relatively good levels of success (Cummings & Worley, 1997). This stems from the fact that application of the theory leads to producing of two kinds of outputs: physical outcomes such as goods and services, and social and psychological outcomes such as job satisfaction and employee commitment, making it practically used in many job enrichment interventions and employee involvement interventions (Cummings & Worley, 2009).

As a primary theory in organization development, the socio-technical systems theory has vast relevance in this study. This is because the study sought to investigate how aspects of technostructural interventions such as employee involvement and physical layout blend with other job redesigns such as job enrichment, to define overall commercial banks performance. The theory thus anchored the hypotheses relating job enrichment, employee involvement and physical layout to organization performance, as these variables are largely subjects in socio-technical systems. Moreover, as the theory emphasizes on individual roles in facilitating the success of sociotechnical

systems, the research objectives iv, v, vi and viii were illuminated by this theory, guiding hypotheses on the mediating influence of employee commitment and the moderating effect of leadership styles in the relationship between technostructural interventions and performance of commercial banks in Kenya.

2.2.2 Herzberg's Two Factor Theory

Herzberg's Two Factor Theory posits that employee work motivation, as abstracted by job satisfaction and job dissatisfaction, is a function of two sets of factors; motivation factors and hygiene factors (Herzberg, 1968). The motivation factors, which essentially relate to job content include work itself, responsibility, advancement, achievement, recognition, and possibility of growth. The hygiene factors on the other hand relate to factors characteristic of the job context and include company policy, supervision, relationship with supervisors, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security. This theory consequently proposes that jobs should be designed in a way that sufficiently motivates employees to enable employees pursue organizational goals with fervor (Herzberg, 1968).

Steers (1992) opines that the theory has provided great insights in the study of employee job satisfaction. Huling (2003) in addition posits that this theory continues to remain relevant in the arena of building employee work enthusiasm. Moreover, organizations have also been seen to continuously apply this theory through job enrichment practices such as giving employees more challenging work (Leach and Westbrook, 2000), encouraging employees to passionately undertake given work

tasks (Hunsaker, 2005) and establishing ingenious ways of having employees feel more secure about their jobs (Ruthankoon, 2003).

This theory was therefore construed to have relevance in this study, from the persuasion that technostructural interventions in arenas such as job enrichment, physical layout, and employee involvement constitute features which qualify them to be regarded as hygiene factors. As such, as abstracted in the conceptual framework of this study, and buoyed by the arguments of the two factor theory, interventions in these three areas of job enrichment, employee involvement and physical layout were hunched in hypothesis one, hypothesis two and hypothesis three to linearly, directly and positively influence organizational performance.

2.2.3 Job Characteristics Model

The model was designed by Hackman and colleagues and it primarily focuses on five structural characteristics of jobs: task variety, autonomy, feedback, significance and identity (Hackman & Lawler, 1971; Hackman & Oldham, 1976; 1980). According to the model, an employee can attain high internal work motivation if three important psychological states are experienced. These psychological states include meaningfulness of work, responsibility for the outcomes of the work and knowledge of the results of the work. However, to achieve the three fundamental psychological states, the Job Characteristics Model advocates that work should be designed with sufficient levels of all the five key job characteristics of task variety, autonomy, feedback, task significance and task identity (Hackman & Lawler, 1980).

Initially, there were concerns about validity of the model, especially in view of weak relationships between job characteristics and organizational performance (Aldag,

Barr, & Brief, 1981). Simonds and Orife (1975) even cast aspersions to its cogency. However, scholars over time improved and expanded the initial model to consider social and technological developments in the workplace. As such, researchers now appreciate that jobs contrast not just in terms of the core task characteristics described by the Job Characteristics Model, but also in terms of key characteristics such as task complexity, specialization, as well as in terms of physical characteristics such as physical demands, equipment use and work conditions (Morgeson & Campion, 2003; Morgeson & Humphrey, 2006).

This model was therefore considered relevant in this study, as it relates job designs and work environment to employee and organizational performance (Hackman & Lawler, 1980; Morgeson & Humphrey, 2006). Accordingly and indeed as bolstered up by other scholarly points of view such as those of Lunenburg (2011), Morgeson and Humphrey (2006) and Cappelli and Rogovsky (1994), technostructural interventions were abstracted in the conceptual framework of this study to indicate a linear, direct and positive influence on organizational performance.

2.2.4 Transformational-Transactional Leadership Theory

This theory was hunched by Burns (1978) and further developed by Bass (1985). Its relevance to organizational studies and practice has been vouched for by leadership scholars over years (Diaz-Saenz, 2011; Burns, 2010; Yukl, 1999; Howell & Avolio, 1993). In the theory, leaders can be characterized to be either transformational or transactional: transformational leaders are ones who inspire and stimulate followers to achieve desired organizational outcomes primarily through creating a sense of shared vision between the leaders and their followers (Burns, 2010). Transactional leaders,

on the other hand, are ones who emphasize on contractual obligations between the organization and its employees through the use of rewards and punishments (Bass, 1985).

Whilst the theory has continually been argued to have relevance in organizational practice, it has nevertheless not been without controversy (Hunt, 1999; Yukl, 1999). For instance Yukl (1999) indicates that the theory does not identify the importance of contextual variables that influence the different leadership styles fronted. Yukl (1999) additionally points to the fact that more empirical research ought to be undertaken to establish the mechanisms through which the theory would hold in work and organizational settings. Such criticisms notwithstanding, the theory still continues to attract great interest from leadership scholars (Gardner, Lowe, Moss, Mahoney & Cogliser, 2010).

The theory had immense relevance in this study. This is because this study, in part, intended to establish the moderating role of leadership styles in the relationships between technostructural interventions and performance of banks in Kenya. In the conceptual framework therefore, leadership styles as a variable was hypothesized to moderate the relationship between technostructural interventions and employee commitment, and also to moderate the relationship between employee commitment and performance of banks in Kenya, scenarios that were tested to determine validity of the hypotheses.

2.2.5 AMO Theory of Performance

This theory was originally fronted by Bailey (1993) but it was later developed by Appelbaum, Bailey, Berg and Kalleberg (2000) and has increasingly been seen to be used by scholars to explain how high-performance human resource management practices can influence employee and organizational performance (Boxall & Macky, 2007). The theory suggests that human resource management can contribute to improved employee and organizational performance by enhancing employees' abilities and task skills (A), enhancing employee's motivation for discretionary effort (M) and giving employees opportunities to make full use of their skills (O) through interventions such as employee involvement, job design and task autonomy (Appelbaum, Bailey, Berg and Kalleberg, 2000; Wood & Wall, 2007; Boxall & Macky, 2009).

Key in this theory is the concept of discretionary behaviour (Purcell, Kinnie & Hutchinson, 2003) which denotes the degree of freedom employees have on how they perform their job, a concept closely related to the construct of organizational citizenship behaviour which is an affiliate of employee commitment. Moreover, the theory emphasizes that employees should contribute both individually and collectively in resolving process exceptions in order to attain organisational outcomes (Gardner, Moynihan, Park, & Wright, 2001).

In this study, as commercial banks performance was the dependent variable, the theory finds cogency. Its tenets therefore underpinned the hypotheses of the study wherein the general supposition was that interventions such as employee involvement, job enrichment and physical layout can be mediated by employee commitment and

moderated by line management leadership styles to drive performance of commercial banks in Kenya.

2.3 Empirical Review

Technostructural interventions are sundry and multiple (Sandhu, Mannu & Virk, 2012; Cummings & Worley, 2001). Owing to the multiplicity of these typologies, empirical studies on the effects of technostructural interventions on organizations have usually narrowed down to specifics of individual interventions, and varied results have been found. This study, in similar fashion, delved into the empirical review of influences of individual constituents of a select of technostructural interventions that were of interest to its scope. Thus, empirical literature touching on the effects of job enrichment, employee involvement and physical layout, on organization performance, was reviewed and has been discussed here-below.

2.3.1 Job Enrichment and Organization Performance

Job enrichment is a job design approach whose aim is to enhance job content by making jobs more interesting (Lunenburg, 2011). Fundamentally, job enrichment meets its objectives through reversing the effects of repetitive tasks (Wall, Wood & Leach, 2004) as routine and repetitive tasks serve to reduce employee work enthusiasm thus reducing workplace productivity (Dessler, 2005) thereby reducing organizational performance. From the literature, much of the analysis on job enrichment has been done mainly to determine its effect on individual employee outcomes, albeit some streams of research has also been undertaken to establish the relationship between job enrichment and organization performance.

Salau, Adeniji and Oyewunm (2014) investigated the relationship between job enrichment and organizational performance among non-academic staff in Nigerian public universities. The study adopted a descriptive research design approach where questionnaires were issued and completed by staff of public universities in Ogun State, Nigeria. The research adopted a blend of stratified and simple random sampling methods. Data was analyzed using correlation analysis, where it was established that there exists a positive correlation between job enrichment and organizational performance. By and large, these findings are consistent with theoretical persuasions on the impacts of job enrichment on organizational performance, as job enrichment has been fronted by scholars to have the ability to increase employee task performance, and accordingly has been argued to positively impact overall organizational performance (Veluri, 2010; Dessler, 2005; Wall *et al.*, 2004; Miner, 2002). However, by the study simply relying on a correlation analysis, the findings cannot be argued to imply any causative relationships, for the findings simply suggest that there is a linear positive relationship between job enrichment and organizational performance. Moreover, from a conceptual perspective, job enrichment is excellently analysed by aspects of the Job Characteristics Model (Hackman & Oldham, 1980) such as experienced meaningfulness of work and experienced responsibilities for work outcomes, an approach that was not taken in the study.

Shakeela, Wasim and Rashada (2012) sought to establish the impact of job enrichment and job enlargement on employee satisfaction, while keeping employee performance as an intervening variable. The study utilised a correlational study and a key hypothesis of interest was the proposition that employee satisfaction is directly affected by an employee's performance which on the other hand obtains from job

enrichment interventions. The study utilised a cross sectional research design and questionnaires were used to collect data from both public and private company employees based in the Lahore, Rawalpindi and Islamabad regions in Pakistan. Questionnaire response rate was ninety seven percent implying that the study did not suffer from non-response bias. The study established that job enrichment has a direct impact on employees' satisfaction, keeping employees' performance as an intervening variable. Whereas the findings of this study contributes to the general body of knowledge, by relying on correlational research design, the findings cannot imply any causation relationships and hence the findings may not be useful in generalizations on cause effect relationships between job enrichment and organization outcomes.

In an earlier study, Ugboro (2006) undertook to understand how job redesigns affect employee commitment and organization performance. Job enrichment measures derived from the Hackman and Oldham model (1980) were used as a proxy of operationalizing job redesigns. A seven-item statement Likert type scale was used to determine job characteristics respondents considered important to their job performance. Affective organizational commitment was on the other hand operationalized by measuring willingness of an employee to identify with and stay with the organization, willingness to contribute to the attainment of organization effectiveness in an unselfish manner, willingness to endure difficult times with the employer organization and acceptance of the organization's core values and goals. A sixty two percent response rate was attained from questionnaires mailed. Cronbach alpha coefficient was used to test for reliability, and Pearson's product moment correlation was used to test for relationships. The results showed strong and statistically significant positive relationships between job redesign and affective

commitment, findings that are compatible with other theoretical scholarly thought, as job redesigns such as job enrichment have been argued to increase employee commitment and as such, have been argued to positively impact organizational performance (Dost & Khan, 2012). Even so, given that the construct of employee commitment in the study was premised on the Three Components Model (Meyer & Allen, 1991), it would have been more objective to incorporate all the aspects of the Three Components Model in the research design, or otherwise, account for why the choice of affective commitment was the only one preferred.

2.3.2 Employee Involvement and Organization Performance

It is generally construed that employee involvement does not have a conventionally and mutually agreed upon universal definition (Cotton, 1993; Heller, 2003). Dundon, Wilkinson, Marchington and Ackers (2004) indicate that it is because aspects of employee involvement overlap thus the difficulty in having a standard definition. Cotton (1993) posits that components of employee involvement are broad ranging and include, among others, employee participation in decision making. Walton (1985) concisely describes an organization that embraces employee involvement as one characterized by spreading out of power across the organization.

Khattak, Iqbal and Khattak (2013) investigated the relationship between employee involvement and organization performance in middle-size organizations in Pakistan. Three components of employee involvement were studied as sub variables and these were empowerment, team orientation and capacity development. Data was collected from different organizations in Pakistan using six hundred questionnaires, but only five hundred and nine were returned, implying an eighty four percent response rate. The instrument constituted items adapted from Denison's (2000) questionnaire as it

encompassed all the variable of the study. Product moment correlation analysis showed that employee involvement has a positive and statistically significant relationship with overall organization performance. Generally, these study findings are in agreement with scholarly posits and theoretical arguments on influences of employee involvement, of which it has been argued that employee involvement indeed leads to enhanced organizational performance (Shivangee & Dixit, 2011; Jones, Panu & Antti, 2010; Black & Lynch, 2004 & Ichniowski & Shaw, 2003). The study therefore has important findings that have generalizations in understanding how employee involvement influences organizational performance, and thus informed the direction of hypotheses in this current study. Even so, as the study drew its respondents from different organizations, the findings cannot be used to conclusively designate the effect of employee involvement on specific organizations such as the commercial banks in Kenya.

Sofijanova and Zabijakin-Chatleska (2013) explored the relationship between employee involvement and organizational performance in the manufacturing sector in Macedonia. Thirty six of manufacturing companies were used in the study. Employee involvement was measured by two sub variables, that is, employee participation and empowerment and use of self-managed teams. Bivariate regression was done and the survey data was analyzed using statistical package for social sciences. The results of Pearson's product moment correlation showed that employee participation and involvement had a positive and significant relationship with organization performance. Furthermore, the use of self-managed teams as a measure of employee involvement also had a positive and statistical significance with perceived organizational performance. Essentially, these study findings are in harmony with

scholarly thoughts such as those of Shivangee and Dixit (2011) and Jones et al. (2010) who all argue that employee involvement indeed positively affects organizational performance. However, as the manufacturing sector significantly differs from a service sector such as the banking sector, these findings cannot be generalized across board, given that organization development interventions have indeed been seen to differ across contexts and industries. Also, the measure of performance in the study by Sofijanova and Zabijakin-Chatleska (2013) was based on a perceived opinion of organizational performance, and not necessarily actual organization performance metrics, thereby making it imprudent to generalize the findings of the said study to other organizations such as commercial banks in Kenya.

Kuye and Sulaimon (2011) examined the relationship between employee involvement and the performance of manufacturing firms in Nigeria. The study entailed administration of six hundred and seventy questionnaires touching on employee involvement and firm performance. This sample size was randomly selected by simple random sampling and the response rate was over ninety percent. Data was then analysed using product moment correlation and regression analysis. The results of the study indicated that there exists a statistically significant relationship between employee involvement and organizational performance. Whereas this study resonates well with other findings on the influences of employee involvement on organizational performance, the findings thereof are considered of little benefit to sectors outside the manufacturing sector hence it was desirable to find out whether the same findings would hold in the case of service based industries such as is the case with Kenya's banking industry.

2.3.3 Physical Layout and Organization Performance

The study of the environment of work, also called ergonomics, has over the years been an important aspect in organizational studies (Sundstrom, Rice, Osborn, & Brill, 1994). This is because a good physical working environment positively impacts employee productivity (Carnevale, 1992) thus enhances organizational performance. Contrariwise, a poor environment negatively affects employee performance given that such an environment is associated with reduced job satisfaction, absenteeism and burnouts (Roelofsen, 2002; McCowan, 2001). Empirical research on the effects of the physical work environment has shed useful insights on the effect of physical layout on organizational performance.

Ismail, Mahadir, Siti and Afida (2010) investigated the influences of physical workplace environment on the productivity of employees of the Ministry of Youth and Sports, Putrajaya, Malaysia, which in effect was in a bid to establish influences of physical layout on organizational performance. One hundred and fifty two respondents were sampled from several units using stratified random sampling techniques. Correlations were used in the study and it was established that an employee's physical environment is an important determinant of employee productivity in the Ministry of Youth and Sports, Putrajaya, Malaysia. This study, however, used correlation analysis, meaning that the relationships found do not necessarily imply any causation relationship, and as such, the independent variables in the study, that is, workplace physical environment, cannot be effectively concluded to be a predictor of organizational performance. Nonetheless, the findings of the study resonate well with theoretical arguments on the influences of physical layout such as those of Hedge (2000) and Mallory-Hill, Van der Voost and Van Dortmost (2004)

who suggest that physical work environment determines employee comfort and productivity and thereby influences organizational performance and productivity. Important as well, the findings are in sync with the famous Hawthorne studies conducted by Elton Mayo and colleagues, studies which indeed have been argued to be one of the principal cornerstones in the progression of organizational development as a discipline. The findings are also congruent with the empirical research undertaken by Hameed and Amjad (2009) who sought to investigate the impact of office design on employees' productivity in banking organizations in Pakistan.

In their research, Hameed and Amjad (2009) studied twenty one banks in Abbottabad, out of a total population of thirty one banks. The sample size constituted of one hundred and five bank staff, to whom structured questionnaires developed by the researcher were administered to. The structured questionnaires were Likert type scales which the researcher did not indicate the results of their respective reliability testing. Nonetheless, the study established that space and physical settings have a positive relationship with employee and organizational productivity. It is opined that the empirical findings of the study, however, cannot be generalized as the sampling process was largely purposive, and the research questionnaire instruments highly subjective. The results nevertheless have cogency from the perspective of other scholarly arguments. For instance, it has been argued that selecting and using the right office furniture and equipment is one of the most important decisions that can be made concerning physical work settings (Keeling & Kallaus, 1996; Quible, 1996). This is because having proper furniture keeps employees comfortable in the execution of their work tasks thus enhancing employee's productivity (Burke, 2000). Researchers have also established that there exists a positive causal relationship

between environmental factors such as lighting and furniture and employee health (Milton, Glencross, Walters, 2000; Veitch & Newsham, 2000). Physical aspects such as window size have also been seen to reduce sun glare and also increase employee comfort and thereby enhancing productivity (Hedge, 2000; Mallory-Hill, Van der Voost & Van Dortmost, 2004). However, from a conceptual perspective, physical layout does not necessarily drive organizational performance as a standalone, but through its effect on employee commitment to an organization (Gyekye, 2006; Weiss, 1999). This connection was not captured in the study by Hameed and Amjad (2009).

2.3.4 Mediating Effect of Employee Commitment

Meyer, Stanley, Herscovitch and Topolnytsky (2002) view employee commitment as the degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed. Little and Little (2006) on the other hand define employee commitment as the degree to which an individual identifies with an organization and is committed to its goals. Zheng, Sharan and Wei (2010) take the view that employee commitment is as simple as an employee's attitude towards the organization.

Irefin and Mechanic (2014) examined the effect of employee commitment on organizational performance focusing on the Coca Cola Company in Nigeria. An explanatory research design was adopted in the study and a total of one hundred and twenty questionnaires distributed to a sample that was determined through stratified random sampling techniques. Hypotheses were tested using Pearson's product moment correlation. The study established that there exists a high relationship between employee commitment and organization performance. It is instructive to

however note that the research design is adjudged defective as the study incorporated both organization performance and employee turnover as dependent variables. This notwithstanding, the finding that organisation performance can be affected by the level of employee commitment to an organization finds likeness with the findings of other scholars such as Memari, Omid and Ahmad (2013) and Khan, Farooq and Ramay (2010).

Memari, Omid and Ahmad (2013) investigated the relationship between employee commitment and performance of employees in Meli Bank in Kurdistan Iran. Employee commitment was abstracted into affective commitment, normative commitment and continuance commitment and Meyer and Allen (1991) organization commitment questionnaire was used as the research instrument for collecting data on employee commitment. Two hundred and thirty questionnaires were mailed out and one hundred and fifty three returned and analyzed, representing a sixty seven percent response rate. A regression analysis was done and the same established that employee commitment is positively and significantly related to job performance. These findings are generally in agreement with theoretical arguments such as those of Cooper-Hakim and Viswesvaran (2005) and Ricketta (2002) who argue that employee commitment to an organization enables the employees to work more effectively thus improving the overall organization performance, and as such, is an attribute of organization behaviour in organizations that must be developed. However, given that employee commitment has antecedents that include variables such as job characteristics (Mowday, 1982) which the study did not include to produce an elaborate model of study on the relationship between employee commitment and organization performance, a knowledge gap thereby subsists.

Khan, Farooq and Ramay (2010) investigated the impact of employee commitment on job performance among employees of the oil and gas sector in Pakistan. Employee commitment was measured using the Allen and Meyer (1991) organizational commitment scales whilst organization performance was measured using scales developed by Williams and Anderson (1991). Overall, the study established that there is a positive relationship between employee commitment and performance. More specifically, there was a significant positive relationship between normative commitment and performance, a significant positive relationship between affective commitment and performance and also a significant and positive relationship between continuance commitment and performance. The findings can thus find generalizability as they are in agreement with results of other empirical studies such as those of Memari, Omid and Ahmad (2013). As well, these findings are in line with the general notional arguments on the influences of employee commitment on organization performance, that is, employee commitment has positive influence on organizational performance (Cooper-Hakim & Viswesvaran, 2005; Riketta, 2002). However, from the conceptualization of employee commitment as a construct, there are antecedents of employee commitment which include aspects such as job characteristics (Mowday, 1982), a fact the study did not explore, thus presenting a gap that could be best filled through integrating such antecedents in a single model, to establish how employee commitment influences organizational performance.

2.3.5 Moderating Effect of Leadership Styles

Leadership can be defined as process of social influence that is exercised by people in formal positions of power in organizations, such as managers and supervisors

(Kelloway & Barling, 2010) and is primarily concerned with influencing people through working with them with a view of attaining organizational goals (Northouse, 2010). As such, leadership styles are quite important determinants of organizational performance as they account for employee motivation, productivity and employee organizational commitment (Northouse, 2010).

Mclaggan, Adèle and Botha (2013) investigated the relationship between leadership styles and employee commitment in the mining industry in Mpumalanga, South Africa. Leadership styles investigated included transformational leadership and transactional leadership. Leadership was measured using the multifactor leadership questionnaire while employee commitment was measured using the organizational commitment questionnaire. This research adopted a quantitative cross-sectional research design and a census carried out, as the population constituted of only one hundred and twenty employees. Of the one hundred and twenty questionnaires issued, only eighty eight were returned giving a seventy three percent response rate. On testing for reliability, the researchers indicate that the instruments had low Cronbach alpha reliability coefficients for normative commitment and continuance commitment, thus these were dropped from the main study. Pearson product-moment correlation coefficients were then computed and the results established that both transactional leadership and transformational leadership have an effect on employee affective commitment. The results of the study are in agreement with conjectural arguments as regards transactional and transformational leadership, such as those of Bennett (2009) who argues that both of these two leadership styles have an influence on employee satisfaction, an important determinant of employee commitment. Nonetheless, as the focus of the study was on the influence of leadership styles on employee commitment,

it would have been more prudent to have analyzed employee commitment from the three components model approach, which is, having employee commitment measured as a totality of affective commitment, continuance commitment and normative commitment types (Meyer & Allen, 1990). Besides, as the mining industry context is different from a service industry, it was desirable to establish whether the same results would hold for a service sector such as the commercial banking sector in Kenya.

Almutairi (2013) investigated the relationship between leadership styles and employee commitment in airline staff working in King Khalid International Airport, King Abdulaziz International Airport and King Fahad International Airport in Saudi Arabia. Questionnaires were used to collect data. Simple random sampling technique was used and one hundred and fifty questionnaires were given out in the three airports. Ninety six questionnaires were received but thirteen of these were excluded in the analysis as they had invalid responses, implying that the overall response rate was fifty five percent. Leadership styles was measured using the multifactor leadership questionnaire while organization commitment questionnaire was used to measure employee commitment. Pearson's product moment correlation was used for analysis and results showed that there was a significant positive relationship between transformational leadership and organizational affective commitment. The relationship between transactional leadership and affective commitment was negative and not significant. While the study did not find any significant relationship between any of the leadership styles and continuance and normative commitment, it is here-by argued that the results can only be taken with a pinch of salt as the study response rate, at fifty five percent, was quite low. The results, however, reverberate well with other scholarly arguments such as those of Scandura and Williams (2004) and

Rafferty and Mark (2004) who argue that transformational leadership has more influence on follower's organizational commitment than transactional leadership.

In the Kenyan context, Koech and Namusonge (2012) investigated the effects of laissez-faire, transactional and transformational leadership styles on organizational performance of state-owned corporations in Kenya. A descriptive survey research was done, samples being taken from thirty state-owned corporations in Mombasa, Kenya. The dependent variable was represented by the degree to which the state corporation achieved its business objectives in the immediate preceding financial year. The study established that correlations between transformational leadership factors and organizational performance were high, whereas correlations between the transactional leadership behaviors and organizational performance were quite low. Given that the study used correlational analysis, the findings cannot, therefore, be reasonably concluded to have predictive ability, as correlational does not imply causation relationships. The findings of this research are, however, in congruence with the posits of Boerner, Eisenbeiss and Griesser (2007) who argue that transformational leadership influences followers' performance more than transactional leadership.

Ojokuku, Odetayo and Sajuyigbe (2012) investigated the impact of leadership styles on organizational performance, taking a case study of Nigerian banks in Ibadan, Nigeria. Purposive sampling techniques were used in selecting a sample of sixty respondents through the use of structured questionnaires. Multiple regression was used to analyze the relationship between leadership styles and organizational performance. The findings established that leadership styles positively predict organizational performance. The findings of this study, however, cannot be

generalized as the sampling method used was non-probabilistic yet parametric methods of analysis were used.

Obiwuru, Okwu, Akpa and Nwankwere (2011) investigated the effects of leadership styles on organizational performance in ikosi-ketu council development area of Lagos state, Nigeria. The leadership styles considered in the study were transactional leadership and transformational leadership. The study adopted a survey design where three small-scale enterprises were selected by stratified random sampling, from a total of eighteen small scale enterprises that had been subjectively identified. The researchers gave out ten questionnaires and all of them were returned, giving a one hundred percent response rate. Analysis was done on primary data collected through an adapted Multifactor Leadership Questionnaire (MLQ) administered to respondents. OLS multiple regression models were used to specify and estimate the relationship and this was facilitated using the econometrics software, E-views. The result showed that transactional leadership style had a significant positive effect on performance while transformational leadership style had a positive but not significant effect on performance in these small scale enterprises. Whilst these results have important contributions to the understanding of influences of leadership styles on organizational performance, there is uneasiness in using them for generalizations in policy and practice as the sample size at ten, was quite small. Furthermore, given that the organizations being studied were chosen subjectively, it would not be appropriate to generalize the findings of the study. However, on the other hand, the findings serve to further a theoretical quandary on the effects of transformational leadership on organization outcomes, as other empirical studies such as Koech and Namusonge

(2012) establish that on the contrary, transformational leadership inspires higher organizational performance than transactional leadership.

2.4 Summary of Empirical Literature Review

From the empirical reviews on influences of technostructural interventions, it is evident that studies on the impacts of job enrichment, employee involvement and workplace physical layout on employee commitment and organization performance have yielded varied, and at times, contradicting results. This provided impetus to empirically analyze the relationship between these interventions and performance of commercial banks in Kenya.

Besides, as there have been calls to include leadership as a moderating variable in analyzing relationships between variables and outcomes (Reinout, Robert, Tharsi & Taillieu, 2002) an approach not taken by the analyzed studies, it was important to include the influence of leadership style, as a moderator variable, in the analysis of the efficacy of technostructural interventions in driving performance of commercial banks in Kenya and in analysis of the moderating role of leadership styles in the relationship between employee commitment and performance of commercial banks in Kenya .

Table 2. 1: Summary of Empirical Literature Review and Research Gaps

Table 2.1 herebelow summarizes key highlights of the reviewed empirical literature and highlights the findings of the studies, the inherent knowledge gaps and the key focus areas of the current study.

Area	Author (s)	Focus	Findings	Research Gaps	Focus of current study
1. Job enrichment	Shakeela Saleem, Wasim Abbas Shaheen and Rashada Saleem (2012).	Impact of job enrichment and job enlargement on employee satisfaction having employee performance as an intervening variable.	Job enrichment and job enlargement have a direct impact on employees' satisfaction keeping employees' performance as intervening variable.	Conceptualization of job enrichment in the study was not consistent with priori understanding of the concept of job enrichment; as employee performance is not an intervening variable in relationships between job enrichment and employee job satisfaction. This inconsistency casts aspersions on the findings of the study.	The model in this study analysed the moderating and mediating role of leadership and employee commitment in the relationship between technostructural interventions and performance of commercial banks in Kenya, basing the conceptualization of job enrichment on sound theoretical underpinnings.
2. Job enrichment	Authors Salau O., Anthonia A., Adebukola O. (2014)	Relationship between elements of job enrichment and organizational performance	Elements of job enrichment have a positive impact on organizational performance.	From theoretical literature, job enrichment has been variedly argued to be moderated by leadership and mediated by employee commitment. This study did not capture this relationship.	The model in this study considered leadership styles as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya.
3. Employee involvement.	E. Sofijanova and V. Zabijakin-Chatleska (2013).	Relationship between employees involvement in decision-making and employee problem solving and perceived organizational performance.	Employee participation and involvement had a positive and significant relationship with perceived organization performance.	From theoretical literature, employee involvement has been variedly argued to be moderated by leadership and mediated by employee commitment. The study did not	The model in this study considered leadership styles as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and

				depict this nexus.	performance of commercial banks in Kenya.
4. Employee Involvement.	Muhammad Arif Khattak , Nadeem Iqbal and Sajid Rahman Khattak (2013).	Relationship between the employee involvement and organization performance in Pakistan.	Established that employee involvement positively influences organization performance in Pakistan.	From theoretical literature, employee involvement has been variedly argued to be moderated by leadership and mediated by employee commitment. The study did not depict this nexus.	The model in this study considered leadership styles as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya.
5. Employee Involvement	Kuye, L.O and Sulaimon, A. A. (2011).	Employee Involvement In Decision Making And Firms Performance In The Manufacturing Sector In Nigeria	The study established that employee involvement in decision making has a significant impact on performance of manufacturing firms.	From theoretical literature, employee involvement has been variedly argued to be moderated by leadership and mediated by employee commitment. The study did not depict this nexus. Besides, the study context was the manufacturing sector in Lagos, Nigeria.	The model in this study considered leadership styles as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya.
6. Physical layout.	Ismail, J., Mahadir L., Siti, H.M.A. and Afida A. (2010).	Relationship between the physical environments and employee productivity.	Physical environment influences employee productivity.	From literature, workplace physical settings are not stand alone determinants of employee productivity; Other variables such as leadership and employee commitment interplay as mediating and moderating variables. This study omits this important depiction. Moreover, causative relationship not depicted.	The model in this study considered leadership styles as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya..

7. Physical layout.	Hameed,A. and Amjad,S. (2009)	Influence of office design on employees productivity in Pakistani Banks.	Physical settings indicated a weak but positive relationship with productivity.	From literature, workplace physical settings are not stand alone determinants of employee productivity; Other variables such as leadership and employee commitment interplay as mediating and moderating variables. This study omits this important depiction.	The model in this study considered leadership styles as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya.
8. Employee Commitment	Irefin, P. and Mechanic, A.M.(2014)	Effect of Employee Commitment on Organization Performance in Coca Cola Nigeria.	Employee relationship has a positive relationship with performance of organizations.	Scholarly literature shows that leadership styles moderates employee commitment in driving organizational performance. This was not been captured in the study.	The model in this study incorporated leadership styles as a moderator variable in analyzing relationships between employee commitment and performance of commercial banks in Kenya.
9. Employee Commitment.	Memari, N. Omid, M. and Ahmad, B. M. (2013).	Relationship between organizational commitment and employees' job performance in Meli Bank in Kurdistan, Iran.	There exists a positive relationship between organizational commitment and employees' job performance in Meli Bank in Kurdistan, Iran.	Scholarly literature shows that leadership styles moderates employee commitment in driving organizational performance. This was not been captured in the study.	The model in this study incorporated leadership styles as a moderator variable in analyzing relationships between employee commitment and performance of commercial banks in Kenya.
10.Employee Commitment	Khan, R.M., Farooq, A.J and Ramay, M. I (2010)	Impact of organizational commitment on employee job Performance in Pakistan	The study established that there is a positive relationship between employee commitment and job performance.	Scholarly literature shows that leadership styles moderates employee commitment in driving organizational performance. This was not been captured in the study.	The model in this study incorporated leadership styles as a moderator variable in analyzing relationships between employee commitment and performance of commercial banks in Kenya.

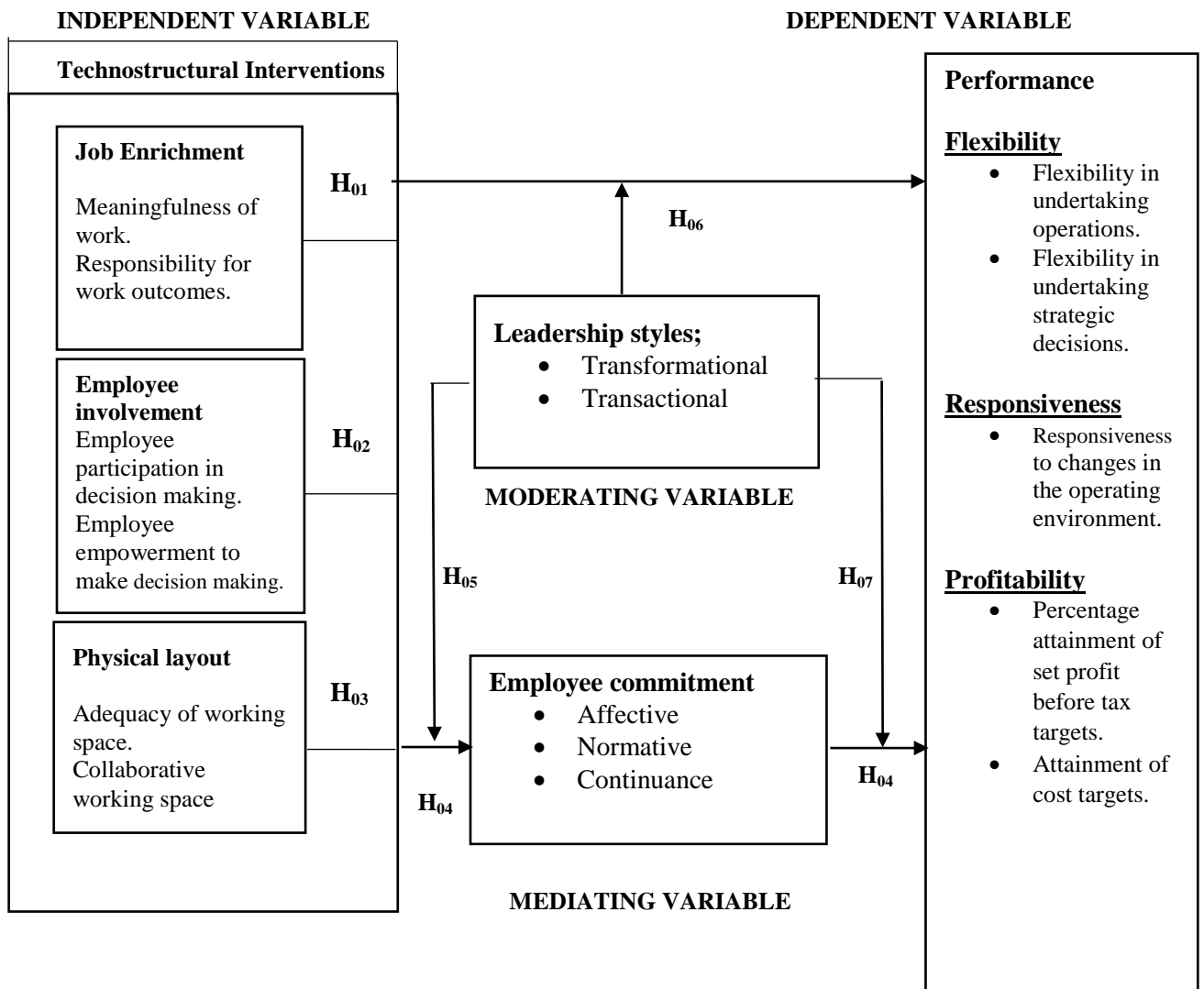
11. Employee commitment/ Job Redesign	Isaiah O. Ugboro (2006)	Relationship between job redesign, employee empowerment and intent to quit as measured by affective organizational commitment	The results showed strong and statistically significant positive relationships between job redesign and affective commitment.	Scholarly literature shows that leadership styles moderates employee commitment in driving organizational performance. This was not been captured in the study. Moreover, from the TCM model, employee commitment should be analysed using affective commitment, normative commitment and continuance commitment, which was not the case with this study.	The model in this study considered leadership styles as a moderating variable and incorporated employee continuance and normative commitment in analysis of relationships between technostructural interventions and performance of commercial banks in Kenya.
12. Leadership styles	Yu-Je Lee, I-Chao Lee and Chin-Lang Lin(2014)	Effects of employees' satisfaction and leadership styles with organizational commitment as the dual mediator on organizational performances in Taiwan.	Organizational commitment has a positive and significant influence on organizational performances. (2) Leadership styles have positive and significant influence on organizational commitment. (3) Leadership styles have positive and significant influence on organizational performances.	Literature indicates that leadership moderates employee commitment and not the other way round as presented in the study.	The model in this study considered leadership as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya as underpinned by conceptual and theoretical literature.
13. Leadership Style.	Almutairi, O.D. (2013)	Relationship between transformational and transactional leadership styles and employees organizational commitment among the employees in a	i) There is a significant positive relationship between transformational leadership style and employees affective commitment.	The study only considers the effects of leadership on employee affective commitment only; this from the three components model is not	The model in this study, in addition to affective commitment studies the effects of leadership styles on continuance commitment and normative

		Saudi Arabian Airline Company.	ii) There is no relationship between transactional leadership style and employees affective commitment.	sufficient in analysis of employee commitment.	commitment and how this affects the performance of commercial banks in Kenya.
14. Leadership style.	Mclaggan, E. Adéle, B. And Botha, C.T (2013).	Relationship between transformational and transactional leadership styles on organizational commitment in the mining industry in Mpumalanga, South Africa.	Established statistically significant relationships were between affective commitment and leadership styles.	Only effects of affective commitment investigated and this is not consistent with the Three Components Model of analysis of employee commitment.	The model in this study considered leadership styles and the three facets of employee commitment as proposed in the Three Components Model of employee commitment.
15. Leadership styles.	Koech, P.M and Namusonge G.S (2012).	Effects of leadership styles on organizational performance in state-owned corporations in Kenya.	The study established that correlations between transformational leadership factors and organizational performance were high whereas correlations between the transactional leadership behaviors and organizational performance were quite low.	Scholarly literature shows that employee commitment is an indispensable determinant of attainment of organization performance. This aspect was not been shown in the study.	The model in this study considered leadership as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya.
16. Leadership styles.	Ojokuku, R. M, Odetayo, T. A and Sajuyigbe, A. S (2012).	Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks	The study established that leadership styles positively impact organization performance.	Purposive sampling methods used hence findings cannot be generalized.	Research design in this study embraced random sampling techniques to analyse the relationship between leadership styles and performance of commercial banks in Kenya.
17. Leadership styles	Obiwuru T., Okwu, A., Akpa, V. and Nwankwere, I. (2011).	Effect of leadership styles(transformational and transactional leadership styles) on performance of small scale enterprises in	Transactional leadership style has significant positive effect on performance while transformational leadership style had positive but	Literature indicates that the role of leadership in influencing organization performance is mediated by employee commitment, this	The model in this study considered leadership as a moderating variable and employee commitment as a mediating variable in relationships

		ikosi-ketu council development area of lagos state, Nigeria	insignificant effect on performance.	was not captured in the study.	between technostructural interventions and performance of commercial banks in Kenya.
18. Leadership styles.	Elenkov, S. D. S. (2000)	Effects of transformational and transactional leadership behaviors on organizational performance of Russian companies with support for innovation as the moderating variable.	Transformational leadership directly and positively predicted organizational performance of Russian companies over and beyond the impact of transactional leadership; support for innovation significantly moderated the relationship between transformational leadership and organizational performance.	Literature indicates that the role of leadership in influencing organization performance is mediated by employee commitment, this was not captured in the study.	The model in this study considered leadership styles as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya.
19. Organization Performance	Kilika, J.M., K Obonyo, O.P., Ogutu, M. and Munyoki J.M.(2016)	The Mediating Role of University Industry Collaboration on the Relationship between Human Resource Development, Infrastructure and Performance of Universities in Kenya.	The study established the human resource development infrastructure has an effect on organization performance.	The study context was the university systems in Kenya and hence findings may not necessarily be applicable to the commercial banking industry in Kenya.	This study focused on the relationship between technostructural interventions and performance of commercial banks in Kenya.
20. Organization performance	Gyula, L(2013)	Determinants of organizational performance.	Interaction between industry and financial level determines organizational performance.	Leadership and employee commitment have been singled out in studies to be important determinants of organization performance. This has not been captured in this study.	The proposed model considers leadership as a moderating variable and employee commitment as a mediating variable in relationships between technostructural interventions and organizational performance.
21. Organization performance	Corina, G., Liviu I., Roxana, S. (2011)	Determinants of organizational performance.	Strategy, leadership, structure and environment were found to be	Literature indicates that employee commitment is an indispensable entity in	The model in this study considered leadership styles as a moderating variable and

			determinants of organizational performance.	determining organization performance. This was not captured in the current study.	employee commitment as a mediating variable in relationships between technostructural interventions and performance of commercial banks in Kenya.
22. Organization performance.	Katou, A. A. (2008)	Measuring the impact of HRM on Organisational Performance	The study established that organization development and human resource management play a role in facilitating organization performance.	The researchers indicate that the study could have suffered from a responder bias as only a single respondent from the sampled organizations provided information on the study variables	This study took a census approach and used well defined sampling techniques and received sufficient response rate to mitigate against respondent and non-response biases.
23. Organization performance.	Wright, P.M., Gardner, T.M and Lisa, M. M. (2003).	Impact of HR practices and organisational commitment on the operating performance and profitability of business units.	The study established that human resource practices and organisational commitment were also strongly and significantly related to profitability.	Scholarly literature shows that leadership styles moderates employee commitment in driving organizational performance. This was not been captured in the study.	The model in this study considered leadership as a moderating variable in relationships between employee commitment and performance of commercial banks in Kenya.

CONCEPTUAL FRAMEWORK



Source: Author, 2017

Figure 2.1 Conceptual framework

Figure 2.1 above presents the conceptual framework of the study. A conceptual framework is a means by which a researcher presents a systematic and hypothetical proposition on presumed relationships among variables (Cohen, 2007). In the case of this study, the independent variable was technostructural interventions and the dependent variable was performance of commercial banks in Kenya. Other

intervening variables in the study were employee commitment, as the mediating variable, and leadership styles, as the moderating variable.

Technostructural interventions come in varied ways, but with respect to this study, were typified by job enrichment, employee involvement and physical layout. In the conceptual framework under figure 2.1 above, the independent variables of job enrichment, employee involvement and physical layout were hypothesized under hypothesis H₀₁, H₀₂ and H₀₃ to directly and positively influence organizational performance. Under H₀₄, employee commitment was hypothesized to be mediating the relationship between technostructural interventions and banks performance. Additionally, leadership styles were hypothesized under H₀₅ to be a positively moderating variable in the relationship between technostructural interventions and employee commitment, besides being hypothesized under H₀₆ to be a positively moderating variable in the relationship between technostructural interventions and performance of commercial banks in Kenya. H₀₇ finally depicted leadership styles to be a positively moderating variable in the relationship between employee commitment and performance of commercial banks in Kenya.

Bank performance, in the conceptual framework, was construed to be a dependent variable operationalized by the objective measure of profitability and cost management, and subjective measures of organization flexibility and organization responsiveness. The use of these subjective measures of organizational responsiveness and flexibility were informed by the proposition of Cummings and Worley (2009) that they are worthy indicators for measuring organizational performance. As important, the reason for using both subjective and objective measures in measuring organization

performance lies on the propositions of scholars that organization performance is best gauged by a mix of both subjective and objective measures (Rajan & Reichelstein 2009; Zhao & Yu, 2007; Kaplan & Norton, 1996). Kilika, K ‘Obonyo, Ogotu and Munyoki (2013) also are seen to emphasize on the need of having organization development help build the capacity of organizations to learn and respond to changes in the environment. This then points to the need to map organization development interventions on organization development outcomes. In the case of this study, this entailed mapping the outcome of organization development interventions to organization outcome measures of flexibility and responsiveness.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter defines the research methodology adopted in this study. It explains the research design, the research philosophy anchoring the study, the empirical model used to analyze the relationships, the operationalization and measurement of variables in this study, the target population, the sampling design used in drawing the study sample, the data collection instruments, the data collection procedures and, last but not least, the methods of data analysis and presentation.

3.2 Research Philosophy

Research philosophy refers to the research paradigm adopted by the researcher (Saunders, Lewis, & Thornhill, 2007) and is an interpretive framework used by the researcher (Denzin & Lincoln, 2003). Based on epistemology and ontology, a positivist research philosophy is one grounded on testing of hypothesis and is based on existing theory (Hatch & Cunliffe, 2006). It emphasizes on empirical facts gathered from observations and experiences. It places weight on quantitative methods and statistical analysis (Saunders, Lewis, & Thornhill, 2007; Eriksson & Kovalainen, 2008; Easterby-Smith, Thorpe, & Jackson, 2008; Hatch & Cunliffe, 2006) and in terms of organizational experiences, it takes the position that what happens in organizations can only be validated through scientific measurement of behaviour (Hatch & Cunliffe, 2006).

In view of the foregoing, the research philosophy for this study was determined to be positivist. This is because this study intended to venture into testing of hypotheses that

were based on existing theories. The choice of the positivistic research philosophy was furthermore justified by the fact that the study entailed gathering of empirical data, data which was then subjected to scientific quantitative methods of analysis, upon which generalizations were made.

3.3 Research Design

The study adopted a blend of cross-sectional research design and descriptive research designs. Yin (2003) defines descriptive research designs as types of research designs which can be used to describe an intervention or phenomena, having in consideration the real life context in which the said phenomena or intervention took place. Best and Kahn (2007) argue that this design is characterized by a disciplined inquiry and is primarily undertaken through gathering and analyzing empirical data with the intention of developing knowledge. On the other hand, cross-sectional research design in social science has been argued to be a comparatively quick and inexpensive research design to administer, yet one having the ability to chart population wide generalizations (Cohen, Manion & Morrison, 2007).

From the salient benefits of the two research designs, the proposition to blend the two research designs was justified. This is because this study intended to use sample data in gathering quantitative data that would help describe the extant relationship between technostructural interventions and commercial banks performance, factoring in the moderating effects of leadership styles, and the mediating effects of employee commitment.

3.4 Empirical Model

3.4.1 Model Specification

Multiple regression models were used to test the hypotheses in this study. Given that the study entailed testing direct, mediating and moderating relationships, it was incumbent to specify each of the models that were used to analyse the relationships.

For H₀₁, H₀₂ and H₀₃, a general linear regression model was used to test for the relationships. Such a model is as given here-below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_i$$

Contextualizing the above model to this study gave the following model:

$$BP = \beta_0 + \beta_1 JE + \beta_2 EI + \beta_3 PL + \varepsilon_i$$

Where BP= Performance of commercial banks in Kenya, JE = Job Enrichment, EI= Employee Involvement, PL= Physical Layout, ε_i being the regression residual, β_0 being the constant or intercept term and β_1 , β_2 and β_3 being the regression coefficients for the independent variables.

To test for H₀₄, the Fairchild and MacKinnon (2008) and Baron and Kenny (1986) strategy was used for testing for mediation effects. This required the use of three regression equations as presented below:

$$EC = \beta_0 + \beta_1 TI + \varepsilon_i \dots \dots \dots (i)$$

$$BP = \beta_0 + \beta_1 EC + \varepsilon_i \dots \dots \dots (ii)$$

$$BP = \beta_0 + \beta_1 TI + \beta_2 EC + \varepsilon_i \dots \dots \dots (ii)$$

Where in equation (i) BP is the dependent variable, performance of commercial banks in Kenya, β_0 being the constant or intercept term, TI being the independent variable, that is, technostructural interventions and ε_i is the error term.

In equation (ii) BP is the dependent variable, performance of commercial banks in Kenya, TI being the independent variable, EC is the mediator variable, Employee Commitment, β_0 being the constant or intercept term, b is the effect of the mediator variable on the dependent variable controlling for the dependent variable and ε_i is the error term.

To test for H₀₅, three equations for testing for moderation effects as suggested by Fairchild and MacKinnon (2008) were used. In the context of this study, the following were the equations:

$$EC = \beta_0 + \beta_1 TI + \varepsilon_i \dots \dots \dots (i)$$

$$EC = \beta_0 + \beta_1 L + \varepsilon_i \dots \dots \dots (ii)$$

$$EC = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \varepsilon_i \dots \dots \dots (iii)$$

Where EC= Employee Commitment, TI= Technostructural Interventions, L= Leadership Styles, β_0 being the constant or intercept term, ε_i being the regression residual, and β_1 , β_2 and β_3 being the regression coefficients.

TI in the model above was a composite index determined through combining the three variables constituting the dependent variable, that is, the variables of job enrichment, employee involvement and physical layout to develop a new construct, technostructural interventions. The formula for developing the index was derived after undertaking an analysis of the proportionate loadings of the items on every variable of which it was established that the variables job enrichment, employee involvement and physical layout accounted for 30%, 44% and 26% loadings respectively, hence the index of technostructural interventions determined using the formula below:

$$TI = 0.30JE + 0.44 EI + 0.26 PL$$

Where TI is Technostructural Interventions, JE is Job Enrichment, EI is employee involvement and PL Physical Layout.

To test for H_{06} , three equations for testing for moderation effects as suggested by Fairchild and MacKinnon (2008) were used. In the context of this study, the following were the equations:

$$BP = \beta_0 + \beta_1 TI + \varepsilon_i \dots\dots\dots (i)$$

$$BP = \beta_0 + \beta_1 L + \varepsilon_i \dots\dots\dots (ii)$$

$$BP = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \varepsilon_i \dots\dots\dots (iii)$$

Where BP= Bank Performance, TI= Technostructural Interventions, L= Leadership Styles, β_0 being the constant or intercept term, ε_i being the regression residual, and β_1 , β_2 and β_3 being the regression coefficients.

To test for H_{07} , a three equations for testing for moderation effects as suggested by Fairchild and MacKinnon (2008). In the context of this study, the following were the equations:

$$BP = \beta_0 + \beta_1 EC + \varepsilon_i \dots\dots\dots (i)$$

$$BP = \beta_0 + \beta_1 L + \varepsilon_i \dots\dots\dots (ii)$$

$$BP = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \varepsilon_i \dots\dots\dots (iii)$$

Where BP = Performance of commercial banks, EC = Employee Commitment, L= Leadership Styles, β_0 being the constant or intercept term, ε_i being the regression residual, and β_1 , β_2 and β_3 being the regression coefficients.

A summary of the hypothesis testing and decision rules has been summarized under table 3.1 here-below:

3.1 Hypothesis Testing

Objective	Hypothesis	Model/Type of Analysis	Interpretation
1. To determine the effect of job enrichment on performance of commercial banks in Kenya.	H₀₁ Job enrichment does not have a significant effect on the performance of banks in Kenya.	Multiple regressions analysis of the form $BP = \beta_0 + \beta_1 JE + \beta_2 EI + \beta_3 PL + \epsilon_i$ where BP=Bank Performance JE=Job Enrichment EI=Employee Involvement PL=Physical Layout and ϵ_i =Error term.	Analyse $\beta_1 JE$ and reject null hypothesis if $P < 0.05$
2. To determine the effect of employee involvement on performance of commercial banks in Kenya.	H₀₂ Employee involvement does not have a significant effect on the performance of banks in Kenya.		Analyse $\beta_2 EI$ and reject null hypothesis if $P < 0.05$
3. To determine the effect of physical layout on performance of commercial banks in Kenya.	H₀₃ Physical layout does not have a significant effect on the performance of banks in Kenya.		Analyse $\beta_3 PL$ and reject null hypothesis if $P < 0.05$
4. To establish the mediating effect of employee commitment on relationship between technostructural interventions and performance of commercial banks in Kenya.	H₀₄ Employee commitment does not mediate the relationships between technostructural interventions and performance of commercial banks in Kenya.	Three regression equations below were used: $EC = \beta_0 + \beta_1 TI + \epsilon_i \dots \dots \dots (i)$ $BP = \beta_0 + \beta_1 EC + \epsilon_i \dots \dots \dots (ii)$ $BP = \beta_0 + \beta_1 TI + \beta_2 EC + \epsilon_i \dots \dots \dots (iii)$ Where EC is employee commitment, BP is performance of commercial banks in Kenya and TI is Technostructural Interventions.	Analyse change in β value for TI and corresponding R^2 . If the beta coefficient for the dependent variable is zero when the mediator is included in the model, then there is complete mediation.
5. To establish the moderating effect of leadership styles on relationships between technostructural interventions and employee commitment in	H₀₅ Leadership styles do not moderate the relationship between technostructural interventions and employee commitment in commercial banks	Three equations i.e $EC = \beta_0 + \beta_1 TI + \epsilon_i \dots \dots \dots (i)$ $EC = \beta_0 + \beta_1 L + \epsilon_i \dots \dots \dots (ii)$ $EC = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \epsilon_i$ Where EC=Employee Commitment, TI is Technostructural Interventions, L=Leadership Styles and β_1, β_2 and	Analyse change in β value for TI and corresponding R^2 to determine the interaction effect. Guiding decision rule is to reject the

commercial banks in Kenya.	in Kenya.	β_3 are the coefficients.	null hypothesis Ho: $\beta_3=0$ if $P < 0.05$
6. To establish the moderating effects of leadership styles in the relationship between technostructural interventions and performance of commercial banks in Kenya.	H₀₆ Leadership styles do not moderate the relationship between technostructural interventions and performance of commercial banks in Kenya.	$BP = \beta_0 + \beta_1 TI + \epsilon_i \dots\dots(i)$ $BP = \beta_0 + \beta_1 L + \epsilon_i \dots\dots(ii)$ $BP = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \epsilon_i \dots\dots(iii)$ Where BP=Bank Performance, TI is Technostructural Interventions, L=Leadership Styles and β_1, β_2 and β_3 are the coefficients	Analyse change in β value for TI and corresponding R^2 to determine the interaction effect. Guiding decision rule is to reject the null hypothesis $\beta_3=0$ if $P < 0.05$
7. To establish the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in banks in Kenya.	H₀₇ Leadership styles do not moderate the relationship between employee commitment and performance of commercial banks in banks in Kenya.	$BP = \beta_0 + \beta_1 EC + \epsilon_i \dots\dots(i)$ $BP = \beta_0 + \beta_1 L + \epsilon_i \dots\dots(ii)$ $BP = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \epsilon_i \dots\dots(iii)$ Where BP=Bank Performance, EC is Employee Commitment, L=Leadership Styles and β_1, β_2 and β_3 are the coefficients	Analyse change in β value for TI and corresponding R^2 to determine the interaction effect. Guiding decision rule is to reject the null hypothesis $\beta_3=0$ if $P < 0.05$

Source (Author, 2017)

3.4.2 Operationalization of Variables

Operationalization in social research refers to the construction of concrete techniques for measuring variables (Babbie, 1989). It relates to defining variables in a way that they are able to represent concepts (Senese, 1997). Through operationalization of variables, researchers impose their views on how constructs should be measured in a study (Senese, 1997).

The variables in this study were operationalized through adapted scales that were framed from scales that have been used in previous studies by other scholars. Employee commitment hence was measured by items adapted from scales developed by Meyer and Allen (1990) for measuring employee commitment, leadership styles were operationalized by items adapted from Bass's (1990) Multifactor Leadership Questionnaire. Job enrichment on the other hand was measured by items adapted from the Job Diagnostics Survey instrument (Hackman & Oldham, 1980) while physical layout was measured by items adapted from the Workplace Collaborative Environment Questionnaire (Hua, 2010). Last but not least, employee involvement was measured using items adapted from Denison's organization culture survey instrument (1990).

The variables operationalization has been summarized in the table here below:

Table 3.2 Operationalization of Variables

Variable	Role	Operationalization	Indicators	Section of the questionnaire
Technostructural interventions. (This was a composite variable composed of individual variables of job enrichment, physical layout and employee involvement)	Independent variable	Experienced meaningfulness of work, Experienced responsibility for outcomes of work.	Meaningfulness of work, Responsibility for outcomes of work.	Part B Section I Question 1-8
		Bank culture on involvement of employees in decision making and team coherence	Employee involvement in decision making, Employee empowerment to make decisions, Orientation of team to work coherently.	Part B Section II Question 9-20
		Collaborative workplace environment	Adequacy of working space, collaborative working space.	Section B Section III Question 21-26
Employee Commitment.	Mediating variable.	Employee attachment to the organization	Affective commitment Emotional attachment to the organization, organization belongingness Continuance commitment Necessity to continue working for the organization, Availability of alternative employment options. Normative commitment Moral obligations, Faith in organizational allegiance	Section C Question 27-43

Leadership Styles	Moderating variable.	Employee perception of organization leadership styles	<p>Transactional Leadership: Contingent reward, Management by exception passive, Management by exception active.</p> <p>Transformational Leadership: Inspirational motivation Intellectual stimulation, individual consideration, idealized influence attributed.</p>	Section D Question 44-62
Performance of Commercial Banks in Kenya.	Dependent variable.	Bank Profitability, Attainment of cost targets, Organizational responsiveness, Organizational flexibility.	Attainment of set profitability targets, Attainment of costs targets, Innovativeness to changes in the operating environment, Flexibility in undertaking operations, Flexibility in undertaking strategic decisions.	Section E Question 63-74

Source: Author (2017)

3.5 Target Population

In research undertakings, a target population refers to a set of all elements or objects under study about which an inference is to be made (Scheaffer, Mendenhall & Otto, 2006). In view of this definition, the target population for this study comprised all commercial banks in Kenya. As at December 31st 2016, these banks totaled forty four (CBK, 2015). However, the study only focused on forty of these banks, as three were

under receivership as at the time of the study, and a third one under statutory management by the regulator (CBK, 2017).

Data on the variables of interest was collected from corporate relationship managers, business bankers and personal bankers stationed in the bank’s branches and units in the County of Nairobi. The choice of these category of respondents was justified by the fact that they are the ones largely tasked with the growth agenda of the banks. The number of corporate relationship managers’ totaled three hundred and twenty nine, the total number of business bankers totaled two hundred and six and the total number of personal bankers totaled three hundred and eight. These have been summarized under table 3.2 here-below:

Table 3.3 Count of the number of Corporate Relationship Managers, Business Bankers and Personal Bankers.

Category	Frequency	Percentage
Corporate Relationship Managers	329	39%
Business Bankers	206	25%
Personal Bankers	308	36%
Totals	843	100%

Source: Survey data, 2017.

3.5.1 Sampling Design

In view of the small number constituting the unit of analysis, a census was adjudged as the best approach of study. For this reason, a census approach was used where all the forty operating banks in Kenya constituted the sampling frame for the unit of analysis. The choice of the census approach is justified by the fact that census

approaches have been argued to be best suited for undertaking research studies where target populations are relatively small (Kish & Verma, 1979).

On the other hand, the sample for the unit of observation was worked out using the Yamane formula (1967) as indicated here-below:

$$n = \frac{N}{1 + N(e)^2}$$

Where N is the population size, n is the sample size and e is the level of precision sought by the researcher.

The choice of the Yamane formular was justified by the arguments of Kothari (2010) who advances that sample sizes should be determined largely by the level of precision sought by the researcher. The formular by Yamane (1967) in working out sample sizes has also been used by various researchers in social science research to determine sample sizes in various studies (Mohd, Abdul, Jauriyah & Noor, 2016).

The precision level for this study was 0.05. Thus the sample size for the respondents' based on the Yamane formula above was computed as below:

Table 3:4 Respondents' Sampling List

Category	Frequency	Percentage
Corporate Relationship Managers	180	37%
Business Bankers	136	28%
Personal Bankers	175	35%
Totals	491	100%

Source: Survey data, 2017.

Sampling of the above respondents was by stratified random sampling which is considered the most effective probability sampling method where the target populations are not homogeneous (Kothari, 2010). A provision for non-response totaling forty four questionnaires was made over the above the desired sample size above making the total questionnaires distributed stand at five hundred and thirty five questionnaires.

3.6 Data Collection Instruments

The study mainly entailed collection of primary data. As such, data was gathered using questionnaires. The choice of the questionnaire method stems from the fact that questionnaires have been argued to be easy to administer and also are not an expensive way of undertaking social research (Whitely, 2002). Whiteley (2002) also posits that closed ended questions are more preferred in social research undertakings, given that answers from questionnaires can be easily quantified and analysed by the researcher.

In view of the foregoing, in this study, Likert type scales with closed ended questions whose items had been adapted from instruments used in other scholarly studies were used. The questionnaire items were largely adapted from items from scales such as the Meyer and Allen Scales (1990) for operationalizing employee commitment, Bass's (1990) Multifactor Leadership Questionnaire for operationalizing the different leadership styles, Job Diagnostics Survey instrument (Hackman & Oldham, 1980) for operationalizing job enrichment interventions, and the Workplace Collaborative Environment Questionnaire (Hua, 2010) for operationalizing physical layout, with measures for commercial banks performance being adapted from instruments

developed for operationalization of the constructs by Douglas & Judge (2001), Richardson (1996), Pennings and Harianto (1992) and Potter (1980). The instrument also incorporated open ended questions to capture the respondents' general sentiments on the subjects at hand.

Given that the questionnaire items were designed to measure different aspects of interest, they were consequently logically sequenced. As such, section (A) targeted respondents bio data, section (B) targeted responses on the independent variables which also constituted a composite variable and had been split into part (i) which targeted responses on job enrichment interventions, part (ii) which targeted responses on employee involvement and part (iii) which targeted responses on physical layout. Section (C) items targeted responses on employee commitment, which was the mediating variable while Section (D) items targeted responses on leadership styles, which was the moderating variable. Finally, section (E) had items which targeted responses on performance of commercial banks.

3.6.1 Instrument Validity

Validity refers to the extent in which an instrument measures the concepts it is supposed to measure (Gregory, 1992). It has different aspects, which include content validity and construct validity. Content validity is the most basic measure of validity and refers to a measure of what is generally construed to be the measure of the given construct under study (Gregory, 1992). Construct validity on the other hand refers to the theoretical relationship of a variable in relation to other variables (DeVellis, 1991).

As validity is more often than not affected by the operationalization of constructs (Benson, 1998; Crocker & Algina, 1986; Gregory, 1992) reviewing it before undertaking a study is quite central. Given that in this study the research instrument items were adapted from accredited instruments that have been used to measure the constructs under study, it was opined that they had sufficient measures of content and construct validity. Nonetheless, to further confirm the validity of the research instrument, the researcher submitted the same for review by two faculty staff of Kenyatta University School of Business to have them validated as to be having sufficient levels of instrument validity. Construct validity and predictive validity were ensured by adopting items from instruments that have been tested and proved to have sufficient levels of these types of instrument validity.

A pilot study was undertaken in this study to help establish the degree of clarity of the proposed research instruments, and also help identify problem areas in the research design that needed to be addressed prior the main study (Zickmund, 2003; Neuman, 1997; Isaac & Michael, 1995; Borg & Gall, 1979). Foremost, a research permit was sought from the National Council of Science and Technology and upon getting the same, the pilot study was undertaken which entailed administering the proposed research instruments to forty respondents, who were not to be included in the final research (Monette, Sullivan & DeJong, 2002). Thirty five questionnaires were returned from these and the same were analyzed in the pilot study to determine feedback on clarity, layout, appearance, ease or difficulty of the questions and redundancies, besides also being used to test for instrument reliability.

3.6.2 Instrument Reliability

Reliability refers to the proportion of variance that can be attributed to the true score of a latent variable (Devellis, 1991). Establishing instrument reliability is important in social science research as tests of significance may be invalid if the instrument is faulty (DeVellis, 1991). Such poor reliability is caused by poorly formulated questionnaire items, heterogeneity of the sample, imposed time limits in the testing situation, questionnaire item difficulty and length of the research instrument (Crocker & Algina, 1986; Mehrens & Lehman, 1991; DeVellis, 1991; Gregory, 1992).

As a measure, it estimates test scores from a given research instrument (Thompson, 1999) and is usually measured by coefficients. The most popular measure of reliability is the Cronbach alpha coefficient, which is an average of all possible split-half reliability coefficients of a given research instrument (Crocker & Algina, 1986; De Vellis, 1991; Gregory, 1992; Henson, 2001). This study, consequently, used the Cronbach alpha coefficient to determine instrument reliability, with the reliability estimates considered acceptable ranging from 0.70 to 0.80 (Nunnally & Bernstein, 1994).

3.6.3 Data Collection Procedure

The intended respondents were corporate relationship managers, personal bankers and business bankers of the commercial banks in the county of Nairobi. The choice of these respondents stemmed from the fact that they are involved in the management of significant portfolios in the target banks and also are tasked with the growth and profitability agenda of the banks. Questionnaires were administered, in a drop and pick strategy, to these corporate relationship managers, personal bankers and business

bankers and the respondents given two weeks to fill the questionnaires. These questionnaires were administered and collected by the assistance of six research assistant who were all graduates in business fields.

3.7 Data Processing and Analysis

Once data was collected on the different variables of interest, the data was coded, which principally means systematically condensing the extensive data sets into smaller units that could be analyzed. This was done through creation of categories which the data could be grouped together under (Sharon, 2004). Afterwards, the data was edited to correct for evident errors (Zapf, Brodbeck, Frese & Pruemper, 1992). Once this data was cleaned through editing, it was considered rife for analysis.

The quantitative data sets were analyzed using multiple regressions methods, and this was done through the aid of statistical packages for social sciences (SPSS), version twenty three. The approach was that each of the predictor variables was regressed in a step wise regression fashion, and thereafter concurrently, as depicted in the empirical model. The regression weights obtained were then used to test for the hypotheses informing the research objectives, findings of which informed conclusions to be made. Using statistical software in the processing of data facilitated faster dispensation (Preacher & Hayes, 2007).

3.8 Diagnostics Tests

The models in this study were tested using multiple regression techniques. Thus it was imperative to first undertake diagnostic tests, which entailed testing for normality,

testing for heteroskedasticity and testing for multicollinearity. These are discussed as here-below.

3.8.1 Normality Assumptions

To test for normality assumptions, this study utilized the improved Shapiro-Wilk test, which is a popular test for normality in regression studies (Nornadiah & Yap, 2011). The choice of the Shapiro-Wilk test was further justified by its superb power properties (Mendes & Pala, 2003). Noteworthy, even though the Shapiro-Wilk test was initially limited to a sample of less than fifty at the time it was developed, it was improved by Royston to allow for sample sizes of upto five thousand (Farrell, Matias & Katarzyna, 2006)). The test basically yields a value W which lies between zero and one. A value of one indicates normality whereas weak values indicate a departure of normality (Nornadiah & Yap, 2010).

3.8.2 Heteroskedasticity

In studies applying regression techniques, testing for heteroskedasticity is important as it helps ascertain the assumption of constant variances (Hayes & Cai, 2007). Serious heteroskedasticity leads to invalidated statistical inferences as it inflates Type I error (Hayes & Cai, 2007) inferring that regression estimates may not be efficient in the presence of heteroskedasticity. Heteroskedasticity can also affect tests of significance on the multiple correlation coefficient, R (Hayes & Cai, 2007). Levene's test for equality of variances was used in this study to determine the existence of heteroskedasticity.

3.8.3 Multicollinearity

Testing for multicollinearity is vital as multicollinearity can yield unstable regression co-efficients characterized by large standard errors and high variances, which can then lead to inaccurate statistical inferences (Bergmann & Hohenboken, 1995; Mansfield & Helms, 1982). Multicollinearity can also lead to a given model being sensitive to reduction or addition of variables (Belsley, 1991). In this study, multicollinearity was diagnosed using variance inflation factor (VIF) techniques. Essentially, the VIF technique indicates increases of coefficient variances in the presence of multicollinearity (Freund & Littell, 2000). The general rule was that values greater than ten would suggest presence of multicollinearity (Chatterjee & Hadi, 2006).

It is important to indicate that the diagnostics and data analysis was done against a backdrop of having controlled for Type I and Type II errors. Type I error in hypothesis testing, also known as “false positive”, refers to the probability of rejecting a null hypothesis when in actual sense it should not be rejected (Delorme, 2006). On the other hand, Type II error, also known as a “false negative” or beta (b) error, is the probability of failing to reject a null hypothesis that is supposed to be rejected (Delorme, 2006). In practice, type I errors are usually controlled by choosing an alpha rate, usually taken as 0.05 in most social science research. These alpha rates accordingly guide in statistical inference by being a benchmark for decision making, thereby reducing the probability of committing the Type I error. Type II errors on the other hand are best controlled by increasing the statistical power of the test, which more often than not is determined by the sample size (Delorme, 2006).

In this study, to reduce the probability of committing Type I error, the researcher adopted an alpha rate of 0.05 to act as the benchmark upon which the reject/do not reject decisions were made. Moreover, as the researcher had adopted a census approach, which implies that all the elements in the target population were studied, the likelihood of committing Type II error was greatly reduced.

3.9 Ethical Considerations

The research ethics were as enshrined by the United Nations Educational Scientific and Cultural Organization (UNESCO) dictates which include among others, requirements that the researcher considers both the positive and negative effects of the research undertaking. With this understanding, the welfare of the banks and informants was given highest priority to preserve their dignity, privacy and interests at all times.

Moreover, free informed consent was obtained from all respondents and these respondents were informed of the purpose and procedures of the research (Bless & Smith, 2000). Important as well, there was no coercion to participate; participants were fully informed of their right to refuse, and to withdraw at any time during the research. Prior undertaking the research as well, research permits were also sought and granted by the National Commission for Science, Technology and Innovation.

The research results were also reported with objectivity and integrity (Kothari, 2010). Limits of applicability were also made clear and as a matter of principle, full confidentiality of all information and the anonymity of participants will continue to be maintained.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses data from the study. The data was collected from Corporate Relationship Managers, Business Bankers and Personal Bankers of Commercial Banks in Kenya between the month of April of the year 2017 and the month of June of the year 2017. The chapter accordingly presents the respective response rates from these categories of respondents. The chapter also presents the findings of the diagnostics tests that were done. Analysis of the data was enabled by the use of the Statistical Package for Social Sciences Version 22. Tables and figures have been used to present quantitative data with a brief description of what is shown in the tables. The results of the hypothesis testing are also presented in this chapter, with the presentation of the results being made according to the study research objectives and hypotheses.

4.1.1 Analysis of Response Rate

Attaining a high response rate in survey studies is an important requirement if reliable research results are to be got (Hair, Black, Babin, Anderson, & Tatham, 2007; Saunders, Lewis, & Thornhill, 2006). This is because high response rates lead to results that have greater credibility in research undertakings (Rogelberg & Stanton, 2007). For that reason, various response rates have been suggested by researchers to be acceptable in social science research (Babbie, 1990; Dillman, 2000, Rea & Parker, 1992; Fowler, 1984; De Vaus, 1986).

In this study, the required sample size was four hundred and ninety one respondents, but to cushion against low response rates, five hundred and thirty five questionnaires were given out in a drop and pick strategy. Of the issued questionnaires, four hundred and nineteen were returned, implying an overall seventy eight percent response rate. The computation of this response rate is worked out using the formula below:

$$\frac{\text{Questionnaires Returned}}{\text{Questionnaires Issued}} \times 100$$
$$= \frac{419}{535} \times 100$$
$$= 78\%$$

In the data editing process, thirty one questionnaires were found to be invalid and expunged. Thus, valid questionnaires used in the analysis were three hundred and eighty eight, suggesting an overall seventy three percent response rate. This is as computed below:

$$\frac{\text{Valid Questionnaires}}{\text{Questionnaires Issued}} \times 100$$
$$= \frac{388}{535} \times 100$$
$$= 73\%$$

This response rate was considered satisfactory in view of opinions of scholars such as Roth and Bevier (1998) who argue that a fifty percent response rate is considered

adequate in social science research. Fincham (2008) also argues that any response rate that is greater than fifty percent has minimal non-response bias hence can be considered satisfactory in social science research.

4.1.2 Reliability Analysis

The administration of the questionnaires was against a backdrop of having tested for the questionnaire instrument reliability. This was done using the Cronbach alpha coefficient which is a popular measure of instrument reliability (Nunnally & Bernstein, 1994). Each section of the questionnaire had its Cronbach alpha coefficient determined during the pilot phase and during the main survey, and the results of the reliability test are as presented under table 4.1 below:

Table 4.1: Result of Instrument Reliability Testing

Variable	Items	Pilot Study Alpha Score	Main Study Alpha Score	Comments
Job enrichment	8	0.736	0.755	Reliability established in both
Employee involvement	12	0.873	0.816	Reliability established in both
Physical layout	7	0.704	0.740	Reliability established in both
Continuance commitment	6	0.734	0.719	Reliability established in both
Affective commitment	5	0.716	0.739	Reliability established in both
Normative commitment	6	0.789	0.814	Reliability established in both
Contingent reward	3	0.818	0.805	Reliability established in both
Management by exception (passive)	2	0.737	0.726	Reliability established in both
Management by exception (active)	3	0.771	0.782	Reliability established in both
Inspirational motivation	4	0.857	0.849	Reliability established in both
Intellectual stimulation	3	0.729	0.733	Reliability established in both
Individual consideration	3	0.861	0.856	Reliability established in both
Flexibility in operations	3	0.852	0.859	Reliability established in both
Flexibility in strategic decisions	3	0.811	0.805	Reliability established in both
Innovative culture	3	0.758	0.751	Reliability established in both
Information processing capabilities	2	0.792	0.783	Reliability established in both
Profitability-Attainment of targets	2	0.827	0.831	Reliability established in both
Overall alpha coefficient	75	0.792	0.784	Reliability established in both pilot and main study.

Source: Survey Data, 2017

According to the results of the reliability testing indicated in table 4.1 above, the overall questionnaire instrument reliability co-efficient score, for the pilot study, as measured by the Cronbach alpha co-efficient, was 0.792. The table also indicates that the overall questionnaire instrument reliability co-efficient score for the main study, as measured by the Cronbach alpha coefficient, was 0.784. George and Mallery (2003) indicate that alpha scores greater than 0.9 can be considered excellent in measuring the internal consistency of an instrument, with scores between 0.8 and 0.9 being considered good in measuring the internal consistency of an instrument and scores between 0.7 and 0.8 indicating that an instrument has acceptable thresholds of reliability. George and Mallery (2003) further argue that scores between 0.6 and 0.7 can indicate that the reliability of an instrument is questionable, scores between 0.5 and 0.6 can be considered to indicate poor instrument reliability while scores below 0.5 would suggest that an instrument has unacceptable reliability. From these interpretations and indeed as supported by the arguments of Nunnally and Bernstein (1994), the questionnaire instrument for this study, at 0.792 for the pilot phase and 0.784 for the final survey, was taken to have acceptable thresholds of internal consistency and reliability and thus could be used in the study.

4.2 Respondent Biographic Characteristics

This section presents biographic data obtained from bank staff deployed as Business Bankers, Corporate Relationship Managers and Personal Bankers in commercial banks operating in Kenya. Primarily, the table condenses summary statistics on the respondents' gender, respondents' age, respondents' highest education level, and respondents' years of working experience as a banker, respondents' current role and also the respondents' number of years in current role, to apprise on key biographic

characteristics of the respondents who participated in the study. Table 4.2 here-
below presents these statistics.

Table 4.2: Biographic Characteristics of Respondents

Respondents Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	228	58.8	58.8	58.8
Female	160	41.2	41.2	100.0
Total	388	100.0	100.0	
Respondents' Age				
25-35 yrs	124	32.0	32.0	32.0
36-45 yrs	186	47.9	47.9	79.9
45-55 yrs	58	14.9	14.9	94.8
55 yrs and over	20	5.2	5.2	100.0
Total	388	100.0	100.0	
Respondents' Highest Education Level				
Secondary level	8	2.1	2.1	2.1
College Diploma	47	12.1	12.1	14.2
Bachelor's Degree	258	66.5	66.5	80.7
Master's Degree	74	19.1	19.1	99.8
Doctoral Degree	1	.2	.2	100.0
Total	388	100.0	100.0	
Respondents' Years of Working Experience As A Banker				
1-5 years	34	8.8	8.8	8.8
6-10 years	124	31.9	31.9	40.7
11-15 years	151	38.9	38.9	79.6
15 years +	79	20.4	20.4	100.0
Total	388	100.0	100.0	
Respondents Current role				
CRM	137	35.3	35.3	35.3
Business Banker	96	24.8	24.8	60.1
Personal Banker	155	39.9	39.9	100.0
Total	388	100.0	100.0	
Respondents number of years in current role				
1-3 years	72	18.6	18.6	18.6
3-5 years	138	35.5	35.5	54.1
5 years and above	173	44.6	44.6	98.7
<1 year	5	1.3	1.3	100.0
Total	388	100.0	100.0	

Source: Survey Data, 2017

Table 4.2 above indicates that of the three hundred and eighty eight respondents, fifty nine percent were male and forty one percent were females, and that majority of the respondents, that is, forty eight percent, were between the ages of thirty six years and forty five years. The least number of respondents, that is, five percent, were over fifty five years old. Respondents between twenty five and thirty five years of age constituted thirty two percent while those between the ages of forty five years and fifty five years constituted fifteen percent. This means that the bulk of the respondents still have a number of years to continue working for their organizations since the mandatory retirement age for bank staff is set at sixty years. This distribution by age was considered vital as employee commitment was one of the variables under study: and it has been argued in the literature that age is one of the determinants of employee commitment to organizations. Table 4.2 above further indicates that the majority of respondents, that is, sixty seven percent, held a bachelor's degree as the highest educational qualification and less than one percent held a doctoral degree. Those with secondary level education were two percent, those with college diplomas were twelve percent while those with a Master's degree constituted nineteen percent of the respondents. It can thus be deduced from this distribution that the average respondent in the study had sufficient level of education to adequately respond to the questionnaire items.

Table 4.2 further indicates that the majority of the respondents, that is, thirty nine percent, had between eleven years and fifteen years of experience as bankers. Only nine percent had less than five years of working experience as bankers. Those between six and ten years of experience in working as bankers were thirty two percent while those with over fifteen years of working experience as bankers constituted

twenty percent of the respondents. Table 4.2 also indicates that majority of the respondents, which is, forty percent, were Personal Bankers, thirty five percent were Corporate Relationship Managers while twenty five percent were Business Bankers. Finally, table 4.2 illustrates that majority of the respondents, that is, forty five percent, had over five year's experiences in their current roles. Thirty six percent of the respondents had between three and five years' experience in their current role while nineteen percent of the respondents had between one and three years of experience in their current role. Only one percent of the respondents had less than one year experience in their current roles.

From the foregoing biographical statistics as presented in table 4.2, it can be concluded that the respondents had the requisite level of education that could enable them comprehend the objectives of the study and the ensuing questionnaire items. Besides, it can also be surmised from the biographic statistics that eighty percent of the respondents had over three years' experience in working in the same role hence had a satisfactory grasp of how the technostructural interventions and intervening variables under study had impacted the performance of their organizations.

4.3 Respondents' Bank Characteristics

This section presents data obtained from respondents concerning the banks they worked for. It largely summarizes data on bank classifications according to the Central Bank of Kenya, the number of years a given bank had been operating as a commercial bank, the number of years the given bank had been operating in Kenya and the bank classification, that is, whether multinational, regional or local. Table 4.3

here-below presents the results of these descriptive statistics on respondents' bank characteristics.

Table 4.3: Characteristics of Respondents' Banks

Number of Years' Operating as a Commercial Bank				
	Frequency	Percent	Valid Percent	Cumulative Percent
6-10 years	7	1.8	1.8	1.8
11-15 years	20	5.2	5.2	7.0
20 years and above	361	93.0	93.0	100.0
Total	388	100.0	100.0	
Number of Years' Operating in Kenya				
	Frequency	Percent	Valid Percent	Cumulative Percent
6-10 years	11	2.8	2.8	2.8
11-15 years	36	9.3	9.3	12.1
20 years and above	341	87.9	87.9	100.0
Total	388	100.0	100.0	
Classification According to CBK				
	Frequency	Percent	Valid Percent	Cumulative Percent
Large Bank	148	38.1	38.1	38.1
Medium Bank	157	40.5	40.5	78.6
Small Bank	83	21.4	21.4	100.0
Total	388	100.0	100.0	
Bank Classification				
	Frequency	Percent	Valid Percent	Cumulative Percent
Multinational	118	30.4	30.4	30.4
Regional	150	38.7	38.7	69.1
Local	120	30.9	30.9	100.0
Total	388	100.0	100.0	

Source: Survey Data, 2017

Table 4.3 above indicates that ninety three percent of the respondents worked for banks that had been in operations for over twenty years with only two percent of the respondents having worked for banks that had operated for between six and ten years.

Table 4.3 also indicates that eighty eight percent of respondents worked for banks that had been operating in Kenya for over twenty years and that nine percent of

respondents worked for banks that had operated in Kenya for between eleven and fifteen years while only three percent of the respondents had worked for banks that had operated in Kenya for between six and ten years. The table 4.3 further indicates that forty one percent of the respondents worked for medium banks, thirty eight percent worked for large banks and only twenty one percent worked for small banks. Lastly, table 4.3 indicates that the majority of the respondents, that is, thirty nine percent, worked for regional banks, thirty one percent worked for local banks while thirty percent worked for multinational banks.

From the summary descriptive statistics presented in table 4.3 above, it can be deduced that with eighty eight percent of the banks having operated in Kenya for over twenty years, majority of the banks had mastered the Kenyan banking trading environment. Hence, their strategies for performance are arguably driven from a profound understanding of the local banking environment. This assumption is also buttressed by the fact that, as can be gleaned from the table 4.3, seventy percent of the banks were categorized as regional banks or local banks suggesting that they were operating only in Kenya and the Eastern Africa region. Of note also, ninety three percent of all of the banks employing respondents in this study had been operating as commercial banks for over twenty years, an important insight as to their understanding of wide-ranging banking performance strategies.

4.4 Cross-Tabulations for Respondents' Biographic and Bank Statistics

Saunders, Lewis and Thornhill (2006) indicate that cross tabulations are important in showing interdependence between two or more variables, and that the purpose of cross tabulations is to help analyze features of data that may not be readily manifest

from face value observation of descriptive statistics. This section therefore, under subsections 4.4.1 and 4.4.2, presents a cross-tabulation of the respondents' biographic and bank statistics.

4.4.1 Cross-Tabulations for Respondents Biographic Statistics

Table 4.4 here-below summarizes in a contingency table format the cross tabulations between the respondents' gender and their key characteristics such as age, education level, years of working experience as a banker, respondents' current role and respondents' years of experience in current roles.

Table 4.4 Cross-Tabulations for Respondents Biographic Statistics

Gender	Respondents' Age				Total	
	25-35 years	36-45 years	45-55 years	55 years +		
Male	76	113	33	6	228	
Female	48	73	25	14	160	
Total	124	186	58	20	388	
Respondents' Highest Education Level						
	Secondary	Diploma	Degree	Masters	Doctoral	Total
Male	6	31	146	44	1	228
Female	2	16	112	30	0	160
Total	8	47	258	74	1	388
Respondents' Years of Working Experience As A Banker						
	1-5 years	6-10 years	11-15 years	15 years +	Total	
Male	22	73	86	47	228	
Female	12	51	65	32	160	
Total	34	124	151	79	388	
Respondents' Current Role						
	R. Manager	B. Banker	P. Banker	Total		
Male	79	61	88	228		
Female	58	35	67	160		
Total	137	96	155	388		
Respondents' Number of Years in Current Role						
	<1 year	1-3 years	3-5 years	5 years +	Total	
Male	1	49	74	104	228	
Female	4	23	64	69	160	
Total	5	72	138	173	388	

Source: Survey Data, 2017

Table 4.4 above indicates that the majority of the male respondents were between thirty six and forty five years of age and held a bachelor's degree as the highest academic qualification. Majority of the male respondents also had worked for between eleven and fifteen years and had been deployed as personal bankers. Most of the males had also worked in their current roles for over five years. On the other hand, most of the females were also between thirty six and forty five years of age and held a bachelor's degree as the highest academic qualification. Majority of the female respondents also had worked for between eleven and fifteen years and had been deployed as personal bankers. Besides, most of the female respondents had also worked in their current roles for over five years.

4.4.2 Cross-Tabulations for Respondents Bank Statistics

Table 4.5 here-below summarizes in a contingency table format the cross tabulations between the respondents' bank classifications according to the Central Bank of Kenya and characteristics such as the years the banks have operated as commercial banks, the years the banks have been operating in Kenya and the classification of the bank viz whether the bank is multinational, regional or local.

Table 4.5 Cross-Tabulations for Respondents Bank Characteristics

Class of Bank	Number of Years Operating as a Commercial Bank			
	6-10 years	11-15 years	20 years +	Total
Large	0	3	145	148
Medium	5	6	146	157
Small	2	11	70	83
Total	7	20	361	388
Number of Years Operating in Kenya				
	6-10 years	11-15 years	20 years +	Total
Large	1	1	146	148
Medium	4	13	140	157
Small	6	22	55	83
Total	11	36	341	388
Bank Classification				
	Multinational	Regional	Local	Total
Large	46	54	48	148
Medium	64	51	42	157
Small	8	45	30	83
Total	118	150	120	388

Source: Survey Data, 2017

Table 4.5 above indicates that most of the respondents worked for large banks that had been in operation for over twenty years. Similarly, most of the respondents reported as working for large banks that had operated for over twenty years in Kenya, with a majority of the respondents equally reporting as working for banks categorized as large regional banks. Both medium and small banks registered the same characteristics, that is, most respondents who worked for medium and small banks reported that their banks had been in operation for over twenty years. Under bank classification, most medium banks were under the multinational category whereas most small banks were under the regional category.

4.4.3 Cross Tabulations for Bank Classifications and Type of Respondents

Table 4.6 here-below presents a cross tabulation between bank classifications and type of respondents, that is, whether the respondent was a corporate relationship manager, business banker or personal banker. This cross tabulation is vital in view of

the fact that the study largely hunched its hypothesis on the job characteristics model which places emphasis on analysis of employee roles.

Table 4.6 Cross-Tabulations for Bank Classifications and Type of Respondents

Respondents' role	Bank Classification			
	Large	Medium	Small	Total
Corporate Relationship Manager	72	45	20	137
Business Banker	48	26	22	96
Personal Banker	28	86	41	155
Total	148	157	83	388

Source: Survey Data, 2017

The table 4.6 above indicates that most of the corporate relationship managers, that is, seventy two percent, worked for large banks. Similarly, most of the business bankers, that is, forty eight percent, also worked for large banks. However, for the personal banker category, most personal bankers, that is, eighty six percent, worked for medium banks.

4.5 Descriptive Analysis

This section presents a summary of the descriptive statistics on responses got from the questionnaire items regarding the variables of interest. The significance of presenting the descriptive statistics is to help summarize the large data sets got from the survey by using easy to comprehend tables. Principally, these tables have condensed the data to also display statistical measures of central tendency and statistical measures of dispersion. The section also details how responses were specified to each item of the questionnaires. As important, the questionnaire instrument was structured to collect data touching on the biographic characteristics of the respondents besides collecting data on what the respondents felt concerning job enrichment interventions in their organizations, employee involvement interventions in their organizations, physical

layout in their organizations, employee commitment in their organizations, leadership styles in their organizations and performance of their banks. Responses to these questions were expressed using a five point Likert-type scale, with responses ranging from strongly agree, which had a score of five, to strongly disagree, which had a score of one. Presentation on these responses is made in a logical flow, starting from responses on the independent variables, that is job enrichment, employee involvement and physical layout, to the mediating variable, that is, employee commitment, to the moderator variable, that is leadership styles and finally to the dependent variable, that is, performance of commercial banks in Kenya.

4.5.1 Job Enrichment

Job Enrichment in this study was an independent variable and was taken as part of the constituents of the technostructural interventions that were being analyzed. The questionnaire items touching on this variable were adapted from the Job Diagnostics Survey Instrument developed by Hackman and Oldham (1980) which has severally been used by scholars to measure perceptions on job enrichment interventions. The questionnaire items touched on experienced meaningfulness of work and experienced responsibility for work outcomes since these two aspects of the job characteristics model encompass critical psychological states that can predict desirable work outcomes on employees and organizations (Cummings & Worley, 2009; Hackman & Oldham, 1980). The presentation on the responses on job enrichment interventions have been presented under table 4.7 here-below.

Table 4.7 Descriptive Statistics on Job Enrichment Interventions

Statement	N	Mean	Std. Dev.
The job requires me to use a number of complex or high-level skills.	388	3.71	1.272
I have the chance to do an entire piece of work from beginning to end.	388	1.68	.772
The job is quite simple and repetitive.	388	2.08	1.247
I can use my personal initiative or judgment in carrying out the work.	388	1.93	1.120
The job is not very important in the broader scheme of things.	388	1.36	.488
My opinion of myself goes up when I do this job well.	388	4.31	.530
Generally speaking, I am very satisfied with this job.	388	4.09	1.040
I feel a very high degree of personal responsibility for the work I do.	388	4.11	.676
Aggregate Scores	388	2.90	.893

Source: Survey Data, 2017

Table 4.7 above indicates that the aggregate scores to the questionnaire items on job enrichment interventions was 2.90, with a standard deviation of 0.893. The mean response on the question “The job requires me to use a number of complex or high-level skills” was 3.71 with a standard deviation of 1.272 implying that on average, the respondents neither agreed nor disagreed with the statement. The analysis also indicates that that the mean response on the question “The job is arranged so that I do have the chance to do an entire piece of work from beginning to end” was 1.68 with a standard deviation of .772 implying that on average, the respondents strongly disagreed to the proposition that their jobs were arranged so that they had the chance to do an entire piece of work from beginning to end. On the question “The job is quite simple and repetitive”, the analysis indicates that that the mean response was 2.08 and with a standard deviation of 1.247 which also implies that on average, the respondents disagreed to the statement implying that many respondents did not feel that their jobs were quite simple and repetitive.

On the question “I can use my personal initiative or judgment in carrying out the work”, the analysis indicates that that the mean response was 1.93 and with a standard

deviation of 1.120 which implies that on average, the respondents disagreed to the statement. On the question “The job is not very important in the broader scheme of things” the analysis indicates that that the mean response was 1.36 and with a standard deviation of .488 which also implies that on average, the respondents disagreed to the statement thereby implying that many respondents felt that their jobs were very significant or important in the broader scheme of things. The mean response on the question “my opinion of myself goes up when I do this job well” was 4.31 with a standard deviation of .530. This implies that on average, the respondents agreed that opinions of themselves went up when they did their job well. The analysis also indicates that that the mean response on the question “Generally speaking, I am very satisfied with this job” was 4.09 with a standard deviation of 1.040 implying that on average, the respondents agreed that they were generally satisfied with their jobs. Lastly, on the question “I feel a very high degree of personal responsibility for the work I do on this job”, the analysis indicates that that the mean response was 4.11 and with a standard deviation of .676 which implies that on average, the respondents felt a very high degree of personal responsibility for the work they did on their jobs.

An analysis at the responses to the questionnaire items indicate that respondents generally agreed to three questions. These were questions touching on the opinion of themselves going up on doing their work well ($\bar{x} = 4.31$; $s.d = 0.530$), satisfaction with their jobs ($\bar{x} = 4.09$; $s.d = 1.040$) and feeling of responsibility for the work they did ($\bar{x} = 4.11$; $s.d = 0.676$). It is worth noting that these related to items stirring on experienced responsibility for work outcomes, which is a proxy indicator of work satisfaction. The positive responses are thus harmonious with scholarly arguments that indicate that job enrichment interventions can enhance employee job satisfaction

(Muhammad, Ida & Riyadi, 2017; Vijay & Indradevi, 2015) especially if it is in an environment where employees are enabled to do and evaluate their own work (Shakeela, Wasim & Rashada, 2012). The positive responses to these three questions therefore means that the job enrichment interventions in the various commercial banks have indeed measured to expectations in terms of increasing employee job satisfaction. This is categorically explained by theory such as in the Job Characteristics Model (Hackman & Oldham, 1980) where the general supposition is that job enrichment interventions can actually lead to improved employee satisfaction hence enhanced task and organization performance. To affirm the fact that the respondents were indeed positively resonating with the job enrichment interventions, it can be gleaned that majority of the respondents had strong sentiments refuting insinuations that the job was arranged in a way that they did not have a chance to do an entire piece of work from beginning to end ($\bar{x} = 1.68$; $s.d = 0.772$) and also strongly denying the proposition that the job was not very significant or important in the broader scheme of things ($\bar{x} = 1.36$; $s.d = 0.448$).

4.5.2 Employee Involvement

Employee involvement as part of the technostructural interventions under analysis was the second independent variable in this study. The questionnaire items on this variable sought to measure responses touching on what respondents felt concerning employee involvement interventions in their banks. The questionnaire items were largely adapted from the Denison's organization culture survey instrument (1990) which has severally been used by scholars to measure perceptions on employee involvement practices in organizations. The preference for the use of Denison's organization culture survey instrument in studies touching on employee involvement

stems from the fact that the instrument has been argued to properly map aspects of an organizations culture, such as employee involvement, to organization performance measures such as employee satisfaction, organization efficiency and profitability (Irena & Inta, 2013). Presentation on the responses to the items has been made using table 4.8 with brief discussions on the descriptive statistics being made below the table.

Table 4.8 Descriptive Statistics on Employee Involvement Interventions

Statement	N	Mean	Std. Dev.
Decisions are made at the level where the best information is available.	388	4.50	.577
Information is widely shared with everybody to facilitate decision making.	388	4.43	.573
Business planning involves everyone in the process to some degree.	388	4.51	.509
Everyone in this unit believes that s/he can have a positive impact.	388	4.25	.585
Cooperation and collaboration across functional roles are encouraged.	388	4.39	.497
Working in this unit is like being part of a team.	388	4.50	.694
Teams are the primary building block of this unit.	388	4.46	.693
Each person can see the relationship between his work and unit goals.	388	4.11	1.066
This unit delegates decision making authority.	388	4.14	.448
The capability of the people is viewed as source of competitive advantage.	388	4.25	.645
Problems arise because we do not have the skills necessary to do the job.	388	1.79	.876
This unit continuously invests in the skills of its employees.	388	4.50	.509
Aggregate Scores	388	4.15	.633

Source: Survey Data, 2017

The analysis of table 4.8 above indicates that the mean aggregate score was 4.15 and with a mean standard deviation of .633 implying that generally, the respondents agreed with the propositions of the statements touching on employee involvement in their units. The response on the question “Decisions are made at the level where the best information is available” was 4.50 with a standard deviation of .577. This implies that on average, the respondents agreed that decisions in their units were usually made at the level where the best information was available. The analysis also indicates that that the mean response on the question “Information is widely shared with everybody

to facilitate decision making” was 4.43 with a standard deviation of .573 implying that on average, respondents agreed that in their organizations, information was widely shared so that everyone got the information s/he needs when it was needed. On the question “Business planning involves everyone in the process to some degree”, the analysis indicates that the mean response was 4.51 and with a standard deviation of .509 which implies that on average, the respondents felt that business planning in their unit was ongoing and involved everyone in the process to some degree. On the question “Everyone in this unit believes that s/he can have a positive impact”, the analysis indicates that that the mean response was 4.25 and with a standard deviation of .585 which implies that on average, the respondents felt that everyone in their unit believed that s/he can have a positive impact.

Table 4.8 further indicates that the mean response on the question “Cooperation and collaboration across functional roles are encouraged” was 4.39 with a standard deviation of .497. This implies that on average, the respondents agreed that cooperation and collaboration across functional roles are actively encouraged in their organizations. The analysis also indicates that the mean response on the question “Working in this unit is like being part of a team” was 4.50 with a standard deviation of .694 implying also that on average, the respondents agreed that working in their respective units made them feel like being part of a team. On the question “Teams are the primary building block of this unit”, the analysis indicates that that the mean response was 4.46 and with a standard deviation of .693 which implies that on average, the respondents felt that teams were the primary building blocks of their organizations. On the question “Each person can see the relationship between his work and unit goals”, the mean response was 4.11 with a standard deviation of 1.066

implying that on average, the respondents also agreed that work is sensibly organized in their organizations so that each person could see the relationship between his or her work and the goals that the unit was regularly pursuing to achieve.

The analysis of table 4.8 further indicates that the mean response on the question “This unit delegates decision making authority” was 4.14 with a standard deviation of .448. This implies that on average, the respondents agreed that their units delegated authority so that people could act on discretion freely. The analysis also indicates that the mean response on the question “The capability of the people is viewed as source of competitive advantage” was 4.25 with a standard deviation of .645 implying also that on average, the respondents agreed that the capability of the people in their organizations was viewed as an important source of competitive advantage. On the question “Problems arise because we do not have the skills necessary to do the job”, the analysis indicates that that the mean response was 1.79 and with a standard deviation of .876 which implies that on average, the respondents disagreed to the proposition that problems often arose in their units because people did not have the skills necessary to do the job. Lastly, on the question “This unit continuously invests in the skills of its employees”, the mean response was 4.50 with a standard deviation of .509 implying that on average, the respondents agreed that their organizations continuously invested in the skills of employees.

Generally, examination of the above responses indicates that the respondents felt that their organizations empowered them to make decisions, besides respondents indicating that most of the units’ decisions were made at the level where everybody was involved. The responses also tended to indicate that the banks stressed in the

working together as teams and continuous professional development of individual staff was emphasized. The observation that problems would arise in the banks resultant from people not having requisite skills elicited strong disagreement ($\bar{x} = 1.79$; $s.d = 0.876$). It can also be argued that the responses point towards job satisfaction on the side of the respondents. This is not startling as Ayman (2011) demonstrates that employee involvement improves job satisfaction levels in organizations. Athar (2013) also is seen to front the proposition that employee involvement helps improve the general work climate hence leading to greater individual and organization performance.

4.5.3 Physical Layout

Physical layout as part of technostructural interventions was the third independent variable in the study. The questionnaire items in this section sought to measure responses touching on what respondents felt concerning the physical layout of their working environment. The questionnaire items were basically adapted from the Workplace Collaborative Environment Questionnaire instrument which is an instrument that has questions that address the working environment with emphasis on employee interactions and concentrations in task performance (Hua, 2010) thereby addressing concerns on organization performance. The presentation on the responses to the items has been made using table 4.9 with brief discussions of the descriptive statistics being made below the table.

Table 4.9 Descriptive Statistics on Physical Layout Interventions

Statement	N	Mean	Std. Dev.
Physical Layout – Adequacy of working space			
There is enough space in my cubicle to hold a face to face meeting.	388	4.36	.488
There are different sized meeting rooms on my floor.	388	4.14	.848
There is always a meeting room space available when I need it.	388	4.43	.504
Sub variable aggregate scores.	388	4.31	1.84
Physical Layout – Collaborative working space			
Physical layout supports collaborative work.	N	Mean	Std. Dev.
Tools and technology in work spaces support collaborative work.	388	4.25	.441
I am not distracted by people who are talking in common areas.	388	4.07	.433
I can always find suitable places for some types of collaborative work.	388	4.04	.848
	388	4.11	.567
Sub variable aggregate scores	388	4.12	.572
Aggregate Scores	388	4.21	1.20

Source: Survey Data, 2017

Table 4.9 above indicates that the aggregate score for the sub variable of adequacy of working space was 4.31 with a standard deviation of 1.84 implying that responses to the questionnaire items touching on this sub variable were mainly in the affirmative. The mean response on the question “There is enough space in my cubicle to hold a face to face meeting” was 4.36 with a standard deviation of .488. This implies that on average, the respondents agreed that there was enough space in their cubicles to hold a face to face meeting. The analysis also indicates that that the mean response on the question “There are different sized meeting room spaces on my floor ” was 4.14 with a standard deviation of .848 implying also that on average, the respondents agreed that there were different sized meeting room spaces on the floor where they were working. Lastly, on the question “There is always a meeting room space available when I need it”, the analysis indicates that that the mean response was 4.43 and with a

standard deviation of .504 which also implies that on average, the respondents felt that there was always a meeting room space available when one needed it.

Analysis of table 4.9 above also indicates that the aggregate score for the collaborative working space sub variable was mainly in the assenting ($\bar{x} = 4.12$; $s.d = 0.57$) implying that the responses indicated that the physical layout collaborative working space in the organizations was positively resonating with employees. The mean response on the question “Physical layout supports collaborative work” was 4.25 with a standard deviation of .441. This implies that on average, the respondents agreed that the arrangement and furnishing of the meeting room/spaces supported collaborative work. The analysis also indicates that that the mean response on the question “Tools and technology in work spaces support collaborative work” was 4.07 with a standard deviation of .433 implying also that on average, the respondents agreed that in their units, there are adequate tools and technology in meeting room/spaces to support collaborative work . On the question “I am not distracted by people who are talking in common areas”, the analysis indicates that the mean response was 4.04 and with a standard deviation of .848 which implies that on average, the respondents disagreed to the proposition that they were distracted by people who were talking in common areas. Lastly, on the question “I can always find suitable places for some types of collaborative work” the mean response was 4.11 with a standard deviation of .567 implying that on average, the respondents agreed that they can always find suitable places for certain types of conversations or collaborative work.

The overall aggregate scores on questions touching on the physical layout can be categorized as falling under the 'agree' response ($\bar{x} = 4.21$; $s.d = 1.20$). This observation is important as the physical layout of an organization is a critical determinant of employee organization behaviour that informs and affects behaviours such as employee absenteeism, which in turn affects employee and organization performance (Naharuddin & Mohammed, 2013). Research findings, however, indicate that it is imperative that physical layout interventions be used conjointly with other interventions such as job designs if they are to have a positive impact on organizational performance (Naharuddin & Mohammed, 2013). Noteworthy, the responses on the availability of working tools and technology was positively responded to ($\bar{x} = 4.07$; $s.d = 4.33$) as the lack of availability of working tools and equipment can lead to high employee stress levels, lowered productivity and high employee turnover which may negatively impact organizational performance (Gregory, 2011).

4.5.4 Employee Commitment

Employee commitment in this study was the mediating variable and the inclusion thereof was justified by the fact that scholars have alluded to the proposition that employee commitment is a critical determining factor of organization performance (Irefin & Mechanic, 2014). Besides, organization development interventions, of which technostructural interventions are a typology, can impact on employee commitment to organizations (Biljana, 2005; Vakola & Ioannis; 2005; Bordia *et al.*, 2004) implying that organization development interventions can transmit their influence on organization performance through the mediating effect of employee commitment.

The questionnaire items in this section hence to measure responses touching on respondent's commitment to their banks. The questionnaire items were mostly adapted from scales developed by Meyer and Allen (1990) for measuring employee commitment which have severally been used by scholars to measure perceptions on employee commitment in organizations. All the aspects in the Meyer and Allen organization commitment questionnaire, that is, affective commitment, normative commitment and continuance commitment were measured. The presentation on the responses to the items has been made using table 4.10 with brief discussions of the descriptive statistics being made below the table.

Table 4.10. Descriptive Statistics on Employee Commitment

Statement	N	Mean	Std. Dev.
Continuance commitment			
Right now, staying with my organization is a matter of necessity.	388	2.21	.917
It's hard for me to leave my organization right now, even if I wanted.	388	3.07	1.184
My life would be disrupted if I was to leave my organization now.	388	2.25	.701
I feel that I have too few options to consider leaving this organization.	388	2.11	.737
I think there is scarcity of alternatives for me outside my organization.	388	2.50	.793
I would consider working elsewhere if I had not put in too much here.	388	2.25	.711
Sub Variable Aggregate Scores	388	2.39	.838
Affective Commitment			
I really feel as if this organization's problems are my own.	388	4.29	.460
I would be very happy to spend the rest of my career here.	388	4.43	.634
I do feel like "part of the family" at my organization.	388	4.39	.629
I do feel "emotionally attached" to this organization.	388	4.05	.471
I will easily get attached to another employer as I am to this one.	388	4.50	.923
Sub Variable Aggregate Scores	388	4.33	.623
Normative Commitment			
Jumping from organization to organization is unethical to me.	388	2.18	.983
Being a 'company man' or 'company woman' is not sensible anymore.	388	2.32	.819
I believe commitment to my employer is moral.	388	2.36	1.39
I believe that a person must be loyal to his employer.	388	2.41	1.36
If I got another job offer elsewhere I would leave my employer.	388	2.96	.693
I was taught to believe in the value of remaining loyal to one employer.	388	4.57	.690
Sub Variable Aggregate Scores	388	2.80	0.989
Aggregate Scores	388	3.17	.845

Source: Survey data, 2017

Table 4.10 above indicates that the mean aggregate score for continuance commitment was 2.39 with a standard deviation of .838 insinuating that the respondents mainly disagreed with the statements in the questionnaires. The mean response on the question “Right now, staying with my organization is a matter of necessity” was 2.21 with a standard deviation of .917. This implies that on average, the respondents disagreed that staying with their organization was a matter of necessity. The analysis also indicates that the mean response on the question “It’s hard for me to leave my organization right now, even if I wanted” was 3.07 with a standard deviation of 1.184 implying also that on average, the respondents did not agree or disagree to the proposition that it would be very hard for them to leave their organizations, even if they wanted to.

On the question “My life would be disrupted if I was to leave my organization now”, the analysis indicates that that the mean response was 2.25 and with a standard deviation of .701 which also implies that on average, the respondents did not agree to the proposition that too much of their life would be disrupted if they decided they wanted to leave their organizations. The analysis also indicates that that the mean response on the question “I feel that I have too few options to consider leaving this organization” was 2.11 with a standard deviation of .737 implying also that on average, the respondents disagreed to the proposition that they had few options to consider leaving their employer organizations. On the question “I think there is scarcity of alternatives for me outside my organization”, the mean response was 2.50 and with a standard deviation of .793 suggesting that many respondents did not think that there was a scarcity of employment opportunities for them if they left their employer organizations. Lastly, on the question “I would consider working elsewhere

if I had not put in too much here”, the analysis indicates that that the mean response was 2.25 and with a standard deviation of .701 which also implies that on average, the respondents did not agree to the proposition that if they had not already put so much of themselves into their organizations, they would consider working elsewhere.

Table 4.10 indicates that the mean aggregate score for the sub variable of affective commitment was 4.33 with a standard deviation of .623. This indicates that the respondents mainly agreed with the statements touching on affective commitment. The mean response on the question “I really feel as if this organization's problems are my own” was 4.29 with a standard deviation of .460. This implies that on average, the respondents agreed that they felt that the organization's problems were their own. The analysis also indicates that that the mean response on the question “I would be very happy to spend the rest of my career here” was 4.43 with a standard deviation of .634 implying also that on average, the respondents agreed to the proposition that they would be very happy to spend the rest of their careers with their organizations. On the question “I do feel like" part of the family" at my organization”, the analysis indicates that the mean response was 4.39 and with a standard deviation of .629 which also indicates that on average, the respondents agreed to the proposition that they felt like" part of the family" at their organization. The analysis above further indicates that the mean response on the question “I do feel "emotionally attached" to this organization” was 4.05 with a standard deviation of .471. This implies that on average, the respondents agreed that they felt emotionally attached to their organizations. The analysis also indicates that that the mean response on the question “I will easily get attached to another employer as I am to this one” was 4.50 with a standard deviation of .923 implying also that on average, the respondents agreed to

the proposition that they would easily become as attached to another organization as they would to their existing employers.

For the sub variable of normative commitment, the mean aggregate score was 2.80 and with a standard deviation of .989 implying that majority of the respondents did not agree with the questionnaire statements. The mean response on the question “Jumping from organization to organization is unethical to me” was 2.18 with a standard deviation of .983. This implies that on average the respondents disagreed that jumping from organization to organization would seem unethical to them. The analysis also indicates that the mean response on the question “Being a ‘company man’ or ‘company woman’ is not sensible anymore” was 2.32 with a standard deviation of .819 implying also that on average, the respondents disagreed to the proposition that being a ‘company man’ or ‘company woman’ was sensible to them.

On the question “I believe commitment to my employer is moral”, the analysis indicates that that the mean response was 2.36 and with a standard deviation of 1.39 which indicates that on average, the respondents disagreed to the proposition that one of the major reasons they continued to work in their organizations was because they felt a sense of moral obligations to remain with their employers. The table also indicates that the mean response on the question “I believe that a person must be loyal to his employer” was 2.36 with a standard deviation of 1.393. This implies that on average, the respondents disagreed to the proposition that they believe that a person must always be loyal to his or her organization. The analysis also indicates that that the mean response on the question “If I got another job offer elsewhere I would leave my employer” was 2.96 with a standard deviation of .693 implying also that on average, the respondents disagreed to the proposition that if they got another offer for

a better job elsewhere, they would not feel it was right to leave their organization. Lastly, on the question “I was taught to believe in the value of remaining loyal to one employer”, the analysis indicates that that the mean response was 4.57 and with a standard deviation of .690 which indicates that on average, the respondents agreed to the proposition that they were taught to believe in the value of remaining loyal to one organization.

Principally, the responses under this section are explicated by several arguments in the literature, particularly if analyzed in relation to the technostructural interventions under discussion. This is because the literature shows that organization development interventions, such as employee involvement interventions, affect employee commitment in organizations (Albdour & Ikhlas, 2014; Bhatti, 2013). However, the extent of the influence of employee involvement on the various typologies of organization commitment has been argued to be varied. For instance, research shows that that there exists a strong relationship between employee involvement and employee normative commitment, but a weak relationship between employee involvement and affective commitment in bank employees in the United States of America, contrary to existence of a strong relationship between employee involvement and all forms of employee commitment in bank employees in Pakistan (Bhatti, 2013). Albdour and Ikhlas (2014) also establish the presence of a strong relationship between employee involvement and normative commitment but a not so strong relationship between employee involvement and employee affective and continuous commitment in bank employees in Jordan. Other technostructural interventions have similarly indicated positive relationships with employee commitment such as in the case of job enrichment and employee commitment (Dost

& Khan, 2010) and in the case of physical layout and employee commitment (McGuire & McLaren, 2007). The descriptive statistics presented in table 4.10 above can therefore be deduced to be largely in sync with theoretical expectations viz that technostructural interventions in organizations can lead to positive outcomes on employee commitment in organizations.

4.5.5 Leadership Styles

Leadership styles was introduced in the study as a moderating variable as literature indicates that leadership styles moderate a number of organization outcomes. The questionnaire items were adapted from scales developed by Bass's (1990) Multifactor Leadership Questionnaire which is an instrument which has been used to variously measures transformational and transactional leadership styles in many empirical studies. The instrument measures a number of perceptions and in this case was used to measure perceptions on contingent rewards, management by exception (active) and management by exception (passive) for transactional leadership styles and inspirational motivation, idealized influence, individual consideration and intellectual stimulation. The presentation on the responses to the items has been made using table 4.11 with brief discussions of the descriptive statistics being made below the table.

Table 4.11 Descriptive Statistics on Leadership Styles

Statement	N	Mean	Std. Dev.
Transactional Leadership			
The leadership clearly formulates expectations.	388	4.36	.488
The leadership shows satisfaction if expectations were realized.	388	4.18	.772
The leadership, as a counter-move for achievement, offers support.	388	4.12	.819
The leadership only intervenes when problems have arisen.	388	4.11	.737
The leadership only reacts to problems if it is absolutely necessary.	388	4.07	.813
The leadership pays attention to the breaking of rules.	388	3.75	.645
The leadership draws attention to mistakes.	388	2.89	.817
The leadership consistently persecutes mistakes.	388	2.64	.838
Sub Variable Mean Aggregate Scores	388	3.76	.741
Transformational Leadership			
	N	Mean	Std. Dev.
The leadership sees the future optimistically.	388	4.34	.873
The leadership radiates enthusiasm.	388	4.37	.808
The leadership offers attractive visions for the future.	388	4.41	.849
The leadership mediates confidence that the goals can be reached.	388	4.35	.796
The leadership promotes thought through resolution of problems.	388	4.23	.942
The leadership recurrently puts ‘things’ into question.	388	4.03	.985
The leadership makes innovative suggestions.	388	4.14	.879
The leadership has time for each colleague.	388	4.09	.748
The leadership acts as a coach and directs.	388	4.31	.877
The leadership promotes individual development.	388	4.25	.639
The leadership instills pride in followers.	388	4.55	.587
The leadership goes beyond self-interest for the good of the organization.	388	4.23	.658
The leadership emphasizes on collective mission.	388	4.48	.692
The leadership displays a sense of power and confidence.	388	4.17	.546
Sub Variable Mean Aggregate Scores	388	4.25	.755
Aggregate Scores	388	4.01	.748

Source: Survey Data, 2017

Table 4.11 above indicates that the mean response for the variable of transactional leadership styles was 3.76 and with a standard deviation of .741. The mean response on the question “The leadership clearly formulates expectations” was 4.36 with a standard deviation of .488. This implies that on average, the respondents agreed to the proposition that the leadership in their units clearly formulated expectations. The analysis also indicates that the mean response on the question “The leadership shows satisfaction if expectations were realized” was 4.18 with a standard deviation of .772 implying also that on average, the respondents agreed to the proposition that the leadership showed satisfaction if expectations were realized. On the question “The

leadership, as a counter-move for achievement, offers support”, the analysis indicates that the mean response was 4.12 and with a standard deviation of .819 which indicates that on average, the respondents agreed to the proposition that the leadership, as a counter-move for achievement, offered support. The table 4.11 also indicates that the mean response on the question “The leadership only intervenes when problems have arisen” was 4.11 with a standard deviation of .737. This implies that on average, the respondents agreed to the proposition that the leadership only intervenes when problems have arisen.

The analysis also indicates that the mean response on the question “The leadership only reacts to problems if it is absolutely necessary” was 4.07 with a standard deviation of .813 implying also that on average, the respondents agreed to the proposition that the leadership only reacts to problems if it is absolutely necessary. Moreover, table 4.11 indicates that the mean response on the question “The leadership pays attention to the breaking of rules” was 3.75 with a standard deviation of .645. This implies that on average, the respondents neither agreed nor disagreed to the proposition that the leadership in their organizations paid special attention to the breaking of rules and deviation of set standards. The analysis also indicates that that the mean response on the question “The leadership draws attention to mistakes” was 2.89 with a standard deviation of .817 implying also that on average, the respondents disagreed to the proposition that the leadership drew attention to mistakes. Lastly, on the question “The leadership consistently persecutes mistakes”, the analysis indicates that the mean response was 2.64 and with a standard deviation of .838 which indicates that on average, the respondents disagreed to the proposition that the leadership consistently persecutes mistakes.

On the sub variable of transformational leadership styles, table 4.11 indicates that the mean aggregate score was 4.25 with a standard deviation of .755 suggesting that the responses were mainly in the agree “category”. The table indicates that the mean response on the question “The leadership sees the future optimistically” was 4.34 with a standard deviation of .873. This implies that on average, the respondents agreed to the proposition that their leadership sees the future optimistically. The analysis also indicates that the mean response on the question “The leadership radiates enthusiasm” was 4.37 with a standard deviation of .808 implying also that on average, the respondents agreed to the proposition that their leadership radiates enthusiasm. On the question “The leadership offers attractive visions for the future”, the analysis indicates that that the mean response was 4.41 and with a standard deviation of .849 which indicates that on average, the respondents agreed to the proposition that their leadership offered attractive visions for the future. Lastly, on the question “the leadership mediates trust and confidence that the goals can be reached”, the analysis indicates that that the mean response was 4.35 and with a standard deviation of .796 which indicates that on average, the respondents agreed to the proposition that their leadership mediates trust and confidence that the units goals can be reached.

Table 4.11 further indicates that the mean response on the question “The leadership promotes thought through resolution of problems” was 4.23 with a standard deviation of .942. This implies that on average, the respondents agreed to the proposition that their leadership promotes an intelligent, rational and carefully thought through resolution of problems. The analysis also indicates that the mean response on the question “The leadership recurrently puts ‘things’ into question” was 4.03 with a standard deviation of .985 implying also that on average, the respondents agreed to

the proposition that their leadership recurrently puts ‘things’ into question. On the question “The leadership makes innovative suggestions”, the analysis indicates that the mean response was 4.14 and with a standard deviation of .879 which indicates that on average, the respondents agreed to the proposition that their leadership makes innovative suggestions. In addition, table 4.11 also indicates that the mean response on the question “The leadership has time for each colleague” was 4.09 with a standard deviation of .748. This implies that on average, the respondents agreed to the proposition that their leadership has time for each colleague. The analysis also indicates that the mean response on the question “The leadership acts as a coach and directs” was 4.31 with a standard deviation of .877 implying also that on average, the respondents agreed to the proposition that their leadership acts as a coach and directs. On the question “The leadership promotes individual development”, the analysis indicates that the mean response was 4.25 and with a standard deviation of .639 which indicate that on average, the respondents agreed to the proposition that their leadership promotes individual development.

Table 4.11 further indicates that the mean response on the question “The leadership instills pride in followers” was 4.55 with a standard deviation of .587. This implies that on average, the respondents agreed to the proposition that their leadership instilled pride in followers. The analysis also indicates that the mean response on the question “The leadership goes beyond self-interest for the greater good of the organization” was 4.23 with a standard deviation of .658 implying also that on average, the respondents agreed to the proposition that their leadership goes beyond self-interest for the greater good of the organization. On the question “The leadership emphasizes on collective mission”, the analysis indicates that that the mean response

was 4.48 and with a standard deviation of .692 which indicate that on average, the respondents agreed to the proposition that their leadership emphasizes on collective mission. Lastly, on the question “The leadership displays a sense of power and confidence”, the analysis indicates that the mean response was 4.17 and with a standard deviation of .546 which means that on average, the respondents felt that their leadership displays a sense of power and confidence.

The mean aggregate scores for the variable for leadership styles indicated that the general sentiments were in the agree category ($\bar{x} = 4.01$; $s.d = .748$). Of note, it can be gleaned that the overall score was propped by the high scores on transformational leadership styles ($\bar{x} = 4.25$; $s.d = .755$) which were of greater magnitude than those of transactional leadership styles ($\bar{x} = 3.76$; $s.d = .741$). This is consistent with the augmentation hypothesis which argues that transformational leadership styles augment transactional leadership styles, and not vice versa (Judge & Piccolo, 2004). Such stream of thought is likewise fronted by Howell and Avolio (1993) who argue that transformational leadership styles are complementary to transactional leadership styles and that the ability to apply these two leadership styles synchronously is a mark of an effective leader.

4.5.6 Performance of Commercial Banks

This section sought to measure respondent’s perceptions concerning performance of their units. The measure of bank performance entailed application of both objective and subjective measures of performance. This was deliberate in view of the scholarly arguments of the need to use both subjective and objective measures of performance in organization performance studies (Kaplan & Norton, 1996; Swanson & Holton,

2008). The questionnaire items touched on respondents' perceptions concerning their units and organizations flexibility, responsiveness and the level of attainment of cost and profitability targets. Table 4.12 below presents the descriptive statistics depicting the findings on these measures of bank performance.

Table 4.12 Descriptive Statistics for Performance of Commercial Banks

Statement	N	Mean	Std. Dev.
Bank Flexibility			
Our unit easily outsources activities of primary processes.	388	4.06	.684
Our unit easily hires employees to anticipate demand fluctuations.	388	3.77	.770
We easily vary the service capacity when demand changes.	388	3.86	.780
We apply new technologies relatively often.	388	3.83	.747
Risk are reduced by offering products in different phases of lifecycles.	388	4.20	.833
Our unit is very active in creating new service - market combinations	388	4.37	.808
Sub Variable Aggregate Scores	388	4.02	.770
Bank Responsiveness			
Creativity is highly appreciated in our unit.	388	4.03	.747
The person that introduces a less idea can forget about his/her career.	388	2.93	.808
Deviating opinions are not tolerated in our unit.	388	2.81	.944
In our unit we often carry out an extensive competitor analysis.	388	4.07	.639
In our industry we are always first to know what's going on.	388	4.11	.900
Sub Variable Aggregate Scores	388	3.59	1.07
Attainment of Set Profitability and Cost Targets			
Level attained by unit in relation to set profitability target.	388	3.85	.782
Level attained by unit in relation to cost efficiency.	388	3.12	.986
Sub Variable Mean Aggregate Scores	388	3.49	.884
Aggregate Scores	388	3.69	.908

Source: Survey Data, 2017

Table 4.12 above indicates that the mean aggregate score for the sub variable of organization flexibility was 4.02 with a standard deviation of .770 indicating that most respondents agreed that their banks were exhibiting traits of flexibility. The mean response on the question "Our unit easily outsources activities of primary processes" was 4.06 with a standard deviation of .684. This implies that on average, the respondents agreed to the proposition that their units easily outsource activities of primary processes. The analysis also indicates that the mean response on the question

“Our unit easily hires employees to anticipate demand fluctuations” was 3.77 with a standard deviation of .770 implying that on average, the respondents neither agreed nor disagreed to the proposition that their units easily hire employees to anticipate demand fluctuations. On the question “We easily vary the service capacity when demand changes”, the analysis indicates a mean of 3.86 and a standard deviation of .780 implying that on average, the respondents felt that in their units, service capacity can be varied when demand changes. The mean response on the question “We apply new technologies relatively often” was 3.83 with a standard deviation of .747. This implies that on average, the respondents neither agreed nor disagreed to the proposition that in their units, new technologies are applied relatively often. The analysis also indicates that the mean response on the question “Risk are reduced by offering products in different phases of lifecycles” was 4.20 with a standard deviation of .833 implying that on average, the respondents agreed to the proposition that their units try to reduce risks by assuring they have services in different phases of their lifecycles. On the question “Our unit is very active in creating new service - market combinations”, the analysis indicates a mean of 4.37 and a standard deviation of .808 implying that on average, the respondents felt that their units are very active in creating new service - market combinations.

Table 4.12 also indicates that the aggregate response to organization responsiveness was 3.59 and a standard deviation of 1.07 implying that the respondents were neither affirmative nor negative on the subject of the responsiveness of the commercial banks. The mean response on the question “Creativity is highly appreciated in our organization” was 4.03 with a standard deviation of .747. This implies that on average, the respondents agreed to the proposition that in their units, creativity is

highly appreciated. The analysis also indicates that the mean response on the question “The person that introduces a less idea can forget about his/her career” was 2.93 with a standard deviation of .808 implying that on average, the respondents disagreed to the proposition that in their units, a person who introduces a less idea in their company can forget about his/her career. On the question “Deviating opinions are not tolerated in our unit”, the analysis indicates a mean of 2.81 and a standard deviation of .944 implying that on average, the respondents strongly disagreed to the proposition that in their units, deviating opinions are not tolerated. The mean response on the question “In our unit we often carry out an extensive competitor analysis” was 4.07 with a standard deviation of .639. This implies that on average, the respondents agreed to the proposition that in their units, they often carry out an extensive competitor analysis. The table also indicates that the mean response on the question “In our industry we are always first to know what’s going on” was 4.11 with a standard deviation of .900 implying that on average, the respondents agreed to the proposition that in their industry they are always first to know what’s going on.

Table 4.12 also indicates that the aggregate score on the variable of bank performance was 3.49 and a standard deviation of .884 meaning that most respondents indicated that their banks performed as per expectations. The response to the question “Level attained by your unit in relation to set profitability target” was 3.85 and with a standard deviation of .782 implying that on average, the respondents units were marked as having met their set profitability targets. The analysis also indicates that the mean response on the question “Level attained by your unit in relation to cost efficiency” was 3.12 with a standard deviation of .986 implying that on average, the respondents units were marked as having met their set cost efficiency targets.

It is worth noting that the mean aggregate score on attainment of set targets suggests that the commercial banks largely met their set targets in terms of financial measures ($\bar{x} = 3.49$; $s.d = .884$). This is important as financial measures are argued to be suitable indicators of banks performance (Suat, Teker & Oya, 2011). However, reliance on profitability alone as a measure of performance of commercial banks can be deceptive (Fitsum & Asmerom, 2016). The ambivalent aggregate scores on the other measure of performance, that is, responsiveness ($\bar{x} = 3.59$; $s.d = .107$) therefore come into sharp focus. Bank management in these commercial banks ought therefore to endeavour to explore ways of improving the real and perceived perceptions from staff and other stakeholders on the level of responsiveness of their units and organizations.

4.6 Diagnostic Tests

The models in this study were to be tested using regression techniques, thus it was imperative to undertake diagnostics which entailed testing for normality, testing for heteroskedasticity, and testing for multicollinearity. Primarily, diagnostic tests are checks undertaken to test for violation of critical assumptions of regression models (Brooks, 2014). Accordingly, the study undertook diagnostics on normality, heteroskedasticity and multicollinearity whose results are discussed under section 4.6.1, 4.6.2 and 4.6.3 here-below.

4.6.1 Normality Assumptions

To test for normality assumptions, this study utilized the improved Shapiro-Wilk test. The Shapiro-Wilk test is a test for normality in regression studies (Nornadiah & Yap, 2011). Generally, it is the most preferred normality test in regression studies because

of its superb power properties (Mendes & Pala, 2003). Although the Shapiro Wilk test was initially limited to a sample of less than fifty, it was thereafter improved by Royston (Farrell, Matias & Katarzyna, 2006) to allow for sample sizes of upto five thousand. The test basically yields a value W which lies between zero and one. A value of one indicates normality whereas weak values indicate a departure of normality (Normadiah & Yap, 2010). Table 4.13 here-below presents a summary of findings on normality for the different variables in this study.

Table 4.13 Summary of Findings on Shapiro Wilk Test on Normality

Variable	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Enrichment	.157	388	.200	.997	388	.541
Employee Involvement	.181	388	.200	.993	388	.569
Physical Layout	.156	388	.200	.998	388	.556
Employee Commitment	.122	388	.200	.986	388	.553
Leadership Styles	.198	388	.200	.989	388	.564
Organization Perfomance	.193	388	.200	.991	388	.559

Source: Survey Data, 2017.

From the table 4.13 above, it is apparent that all the variables satisfied the threshold for normality of data, both from the analysis of Kolmogorov-Smirnov statistics and the Shapiro Wilk statistics. Consequently, normality was assumed for the data set and the use of parametric tests in analysis of the data here-in was considered acceptable.

4.6.2 Heteroskedasticity

Testing for heteroskedasticity was important in order to determine the violation of the assumption of constant variances (Hayes & Cai, 2007) since serious heteroskedasticity leads to invalidated statistical inferences as it inflates Type I error

(Hayes & Cai, 2007) implying that regression estimates may not be efficient in the presence of heteroskedasticity. Heteroskedasticity can also affect test of significance on the multiple correlation coefficient, R (Hayes & Cai, 2007).

In this study, Levene's test for equality for variances was used to determine the existence of heteroskedasticity and the summary of the results are as summarized under table 4.14 here-below.

Table 4.14 Summary of Findings on Levene's Test on Equality of Variances

Variable	Levene's Statistics	df	Sig.	Comment
Job Enrichment	4.117	388	0.115	Equal variances assumed as $P > .05$
Employee Involvement	3.852	388	0.189	Equal variances assumed as $P > .05$
Physical Layout	5.875	388	0.211	Equal variances assumed as $P > .05$
Employee Commitment	5.986	388	0.348	Equal variances assumed as $P > .05$
Leadership Styles	4.745	388	0.156	Equal variances assumed as $P > .05$
Bank Performance	5.542	388	0.224	Equal variances assumed as $P > .05$

Source: Survey Data, 2017.

The analysis of table 4.14 above indicates that the P values were all greater than .05 hence equality of variances could be assumed (Joseph, Gastwirth, Yulia & Weiwen, 2009) thereby implying that ordinary least squares regression techniques could be used to analyse the data.

4.6.3 Multicollinearity

Testing for multicollinearity was vital as multicollinearity can yield unstable regression co-efficients characterized by large standard errors and high variances, which can then lead to inaccurate statistical inferences (Bergmann & Hohenboken, 1995; Mansfield & Helms, 1982). Multicollinearity can also lead to a given model

being sensitive to reduction or addition of variables (Belsley, 1991). Multicollinearity in this study was diagnosed using variance inflation factor (VIF) techniques. Essentially, the VIF technique indicates increases of coefficient variances in the presence of multicollinearity (Freund & Littell, 2000). The general rule was that values greater than ten would suggest presence of multicollinearity (Chatterjee & Hadi, 2006). Table 4.15 here-below presents the summary of findings on the testing for multicollinearity for the models used in the study.

Table 4.15 Summary of Findings on Tests for Multicollinearity

Variable	Tolerance	VIF
Job Enrichment	0.978	1.015
Employee Involvement	0.991	1.005
Physical Layout	0.962	1.017
Employee Commitment	0.923	1.011
Leadership Styles	0.991	1.031
Organization Performance	0.987	1.068

Source: Survey Data, 2017.

Table 4.15 above indicates that all the VIF values were less than ten hence the absence of multicollinearity was assumed meaning that the data sets could apply ordinary least squares regression techniques to analyse the data.

4.7 Test of Hypotheses

The study proposed seven hypotheses seeking to address the objectives of the study. These were null hypotheses which were tested using statistical significances to determine whether they could hold in the context of the data obtained. The results have been as presented for each hypotheses here-below:

4.7.1 Test of Direct Effect Hypotheses

Hypotheses I, II and III sought to test the direct effect of job enrichment, employee involvement and physical layout as independent variables and performance of commercial banks in Kenya as the dependent variable. A regression analysis was run using the Statistical Package for Social Sciences version 22 to analyze the model and to test H_{01} , H_{02} and H_{03} , and the following outputs were obtained.

Table 4.16 Model Summary for Multiple Regression Output

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.742 ^a	.551	.548		.31666
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	47.266	3	15.755	157.127	.000 ^b
Residual	38.504	384	.100		
Total	85.770	387			
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.052	.176		5.968	.000
Job enrichment	-.048	.058	-.037	-.825	.410
Employee involvement	.674	.039	.728	17.365	.000
Physical layout	.046	.027	.071	1.702	.090

a. Dependent Variable: Bank performance

b. Predictors: (Constant), Physical layout, Employee involvement, Job enrichment

Source: Survey Data, 2017

The model summary indicates that the coefficient of determination R^2 was 0.551 implying that 55.1% of the total variation in commercial banks performance was accounted for by the three predictors viz job enrichment, employee involvement and physical layout. The adjusted R^2 on the other hand was .548. The ANOVA table indicates that the F ratio for the model was significant [F (3,384) = 157.12, $P < .001$] to mean that the variation attributed to the predictors is very unlikely to have happened

purely by chance. The constant term was also found to be significant at 5% significant level, $P < 0.05$.

The table 4.16 further indicates that the coefficient of multiple correlation was 0.74. From the works of Saunders, Lewis and Thornhill (2009), this implies a strong positive relationship between the predictors and the criterion variables. Cohen (2007) indicates that coefficients of multiple correlations over 0.65 are good enough for statistical decision making and prediction. In view of this, and from the fact that the model was found to be significant, it was adjudicated that hypothesis I, II and III could be inferred from the results of the multiple regression output presented in table 4.16.

4.7.2 Test of Hypothesis One

Hypothesis one, which stated that job enrichment does not have a significant effect on the performance of commercial banks in Kenya, was hunched on the basis of conceptual arguments in the literature which indicated a depiction that studies on job enrichment interventions on organization performance have in different settings had mixed findings. The null hypothesis on the effect of job enrichment interventions and performance of commercial banks in Kenya was thus premised on the fact that there are no clear cut findings on the effects of job enrichment on organization performance.

According to table 4.16, the beta value for the variable of job enrichment was -0.037 and the corresponding p-value was 0.410. The negative beta value means that the more job enrichment interventions are used in commercial banks in Kenya, the higher

the likelihood that performance of these commercial banks would reduce. On the other hand, the p-value of 0.410 being greater than 0.05 indicates that the effect of job enrichment on the performance of commercial banks in Kenya is not significant, at 5% significance level, $P > 0.05$. This means that the null hypothesis that job enrichment does not have an effect on the performance of commercial banks in Kenya is supported. Consequently, hypothesis one is not rejected at 5% significance level, which then implies that based on the data collected, there is no sufficient evidence to indicate that job enrichment interventions are suitable strategies of driving commercial bank performance in Kenya.

Principally, the finding that job enrichment does not have an effect on the performance of commercial banks in Kenya can be partly explained by the fact that the effect of job enrichment on organization outcomes is usually moderated by individual differences (Morgesson & Campion, 2003). This means that the biographical characteristics of the respondents in this study could have partly played a role in the establishment of the fact that job enrichment does not have an effect on the performance of commercial banks in Kenya. The key biographical characteristics in this regard are age and education levels, which are argued to be correlated to higher level employee needs, which job enrichment purposes to address (Robert & Cindy, 2006). Of note, sixty eight percent of the respondents were below thirty six years of age, with eighty six percent of all the respondents being of at least bachelor's degree level of education. Cummings and Worley (2009) indicate that these two biographical characteristics influence individual employee job expectations, and therefore could have affected individual employee responses to items touching on job enrichment.

The characteristics of the respondent's banks can also hint to the cause of the finding that job enrichment does not have an effect on performance of commercial banks in Kenya. This is because majority of the respondents banks in this study were categorized as large and medium banks which are usually characterized by complex organization structures that encumber processes of task completion thereby impeding the benefits of job enrichment (Cummings & Worley, 2009). Moreover, from cross tabulations on table 4.5, fifty six percent of the banks were categorized as being regional and multinational banks and which were classified by the Central Bank of Kenya as medium and large banks. Fundamentally, Large organizations such as these usually have complex structures that do not resonate well with job enrichment interventions (Lunenburg, 2011) hence partly explaining the finding that job enrichment does not have an effect on performance of commercial banks in Kenya.

The biographic characteristics of the respondents and their employer banks aside, descriptive statistics can also illumine the finding that job enrichment does not have an effect on performance of commercial banks in Kenya. This is because, as can be gleaned from the study, the questionnaire items touching on the critical psychological state of experienced meaningfulness of work largely registered low scores, which subsequently affected the overall aggregate scores on the variable of job enrichment. This is critical as Cummings and Worley (2009) indicate that experienced meaningfulness of work is an important psychological state in job enrichment interventions as it is largely a function of the three dimensions of Task Significance, Task Identity and Skill Variety, thus the low scores may explicate the finding that job enrichment does not have an effect on performance of commercial banks in Kenya.

It is vital to also to examine the findings of this hypothesis from theoretical propositions. The Job Characteristics Model (Hackman & Oldham, 1980) therefore becomes handy. In the model, enriched jobs should be characterized by having a range of activities in the execution of tasks. This is not necessarily the case for many of the respondent's roles, as personal banking, business banking and corporate relationship management roles are largely routine in nature. Moreover, the Job Characteristics Model advocates that jobs be designed with sufficient level of discretion on the side of the employee which is not an easy fete for bank staff roles as commercial banking is an industry characterized by many rules and procedures. Additionally, the arguments of Cummings and Worley (2009) on constraints to the use of job enrichment in organizations can also help explain the finding of hypothesis one in the context of Kenya's banking industry, as these scholars contend that human resource systems such as rigid job descriptions, which is a feature for personal banking, business banking and corporate relationship management roles, can reduce the impact of job enrichment in organizations.

The foregoing notwithstanding, it is worth noting that the finding of hypothesis one is fundamentally in contrast with the findings of Salau, Adeniji and Oyewunn (2014) who established that job enrichment has a positive correlation with organization performance. Whereas the study context for Salau, Adeniji and Oyewunn (2014) may have been different from the context of the current study, Pierce and Aguinis (2013) indicate that contradicting findings on the effect of job enrichment on individual and organization outcomes are common place in empirical literature. Even so, as job enrichment has been found to have positive effect in sectors such as manufacturing, assembly lines, nursing and consulting (Lunenburg, 2011; Cummings & Worley,

2009) the finding that job enrichment does not have an effect on the performance of commercial banks in Kenya is an important and unique contribution to the body of organization development knowledge and practice. Commercial banks in Kenya can therefore appreciate that even though job enrichment may produce positive outcomes at organization levels of analysis in other sectors, it is not necessarily a sound strategy of driving performance as regards to commercial banks in Kenya. Besides, it disclaims generalization of the finding of Salau, Adeniji and Oyewunm (2014) who established a correlation between job enrichment and performance of universities in Nigeria hence limits the application of Salau, Adeniji and Oyewunm (2014) findings with respect to commercial banks in Kenya.

4.7.3 Test of Hypothesis Two

Hypothesis two which stated that employee involvement does not have a significant effect on the performance of commercial banks in Kenya was also hunched on the basis of conceptual arguments in the literature which indicate that there has been an increasing focus on employee involvement interventions by organization development practitioners. The null hypothesis stating that employee involvement interventions do not have an effect on the performance of commercial banks in Kenya was furthermore hinged on the fact that the literature suggests that studies on effects of employee involvement on organization performance have not had consistent findings. Moreover, the null hypothesis was informed by arguments of organization development scholars such as Robbins (2007) who argue that employee involvement should not be seen as the only determinant of organizational performance but should be complemented by other organization development interventions if lasting organization performance is to be attained.

From the table 4.16, the beta value for the variable of employee involvement was .728 and the corresponding p-value was .000. The positive beta value means that the more employee involvement is used in commercial banks in Kenya, the higher the likelihood that performance of these commercial banks would increase. On the other hand, the p-value of 0.000 being less than 0.05 indicates that the relationship between employee involvement and the performance of commercial banks in Kenya is significant, at 5% significance level, $P < 0.05$. This means that the null hypothesis stating that there is no relationship between employee involvement and performance of commercial banks in Kenya is not supported. Consequently, hypothesis two is rejected at 5% significance level, which implies that based on the data collected, there is evidence to indicate that employee involvement interventions are suitable strategies of driving commercial bank performance in Kenya.

The finding that employee involvement has a significant effect on the performance of commercial banks in Kenya, as established in this study, can somewhat be explained by scrutinizing the biographical characteristics of the respondents. Research shows that gender differences do not have an effect on employee involvement in organizations (Robinson, Perryman & Hayday, 2004). Therefore, the fact that more men than women responded in this study did not play a considerable role in determining the nature of the relationship between employee involvement and the performance of commercial banks in Kenya. On the other hand, the fact that the majority of the respondents were of mature age with ninety percent of all respondents having more than six years of working experience may have affected the outcome of the study, as employee age and an employee years of experience have been argued in

the literature to have an effect on employee involvement interventions (Mahfuz, 2011; Robinson, Perryman & Hayday, 2004).

The characteristics of the respondent's roles can also give a clue as to the cause of the finding that employee involvement has an effect on the performance of commercial banks in Kenya. This is because all the respondents were categorized as falling under management roles, and it has been established that managers and other professional roles have higher employee involvement levels than those in supporting roles (Robinson, Perryman & Hayday, 2004). Moreover, the nature of an employee job characteristic, viz full time versus part time employment, also has a relationship with employee involvement levels (Robinson, Perryman & Hayday, 2004). Thus, the fact that all the respondents were in full time employment could have positively affected the responses on the variable of employee involvement. Even so, from an organization behavior perspective, the findings of the hypothesis two can also be explained by the implicit argument that employee involvement facilitates employees' capacity to do work through the positive effects it has on employee attitudes and behavior (Kondalkar, 2007).

The Cognitive Dissonance Theory as postulated by Leon Festinger can also help explain the finding of the hypothesis two as the theory suggests that reduction of cognitive dissonance can lead to improved work attitudes and employee behavior (Kondalkar, 2007). As important, cognitive dissonance can be reduced through a number of ways, which includes among others, effecting employee involvement interventions (Kondalkar, 2007) thereby leading to enhanced organization performance. This may have been the case of the finding of hypothesis two in this

study where-in it was established that employee involvement has an effect on the performance of commercial banks in Kenya.

The finding of hypothesis two finds semblance in other studies such as those undertaken by Iqbal, Mohammed and Khattak (2013), Sofijanova and Zabijakin-Chatleska (2013) and Kuye and Sulaimon (2013). The common finding of the fact that employee involvement has an effect on organization performance is not startling as employee involvement has a number of benefits to the organization, which as enumerated by Kuye and Sulaimon (2011) include enhancing of employee productive efficiency, improved decision making in the organization and improved organization performance, mostly resultant from better costs management due to reduced resources required to monitor employee compliance. Kuye and Sulaimon (2011) also cite Preuss and Lautsch (2002) who indicate that employee involvement has the benefit of among other things, improving an organizations flexibility.

The main contribution of the finding hypothesis two is the affirmation that employee involvement can lead to improved performance of commercial banks in Kenya thereby confirming the proposition from Ojokuku and Odetayo (2012) that there is growing substantiation that organization performance largely rests on some organization development interventions such as employee involvement. As important, the finding also confirms that in the context of Kenya's commercial bank, employee involvement can directly influence organization performance as a stand-alone intervention and does not necessarily require the influence of a moderator or does not have to be implemented in combination with other interventions for it to produce desired organization performance outcomes.

4.7.4 Test of Hypothesis Three

Hypothesis three which stated that physical layout does not have a significant effect on the performance of commercial banks in Kenya was consequent from a persuasion from the literature that ergonomics is increasingly becoming an important subject in organization development studies. This is despite the fact that the real outcomes of physical layout on organization outcomes are yet to be fully understood in many industries, such as in the banking industry in Kenya.

From the table 4.16, the beta value for the variable of physical layout was .071 and the p-value was .090 hence implying that the relationship between physical layout and performance of commercial banks was positive but not significant, at 5% significance level, $P > .05$. The fact that the relationship was not significant suggests that hypothesis three is supported, designating that from the results of this survey study, there is no sufficient evidence to indicate that physical layout as a technostructural intervention has an effect on the performance of commercial banks in Kenya. Therefore, the null hypothesis that states that physical layout does not have a significant effect on the performance of commercial banks in Kenya was not rejected.

Evaluating the findings of hypothesis three in this study requires an analysis of the biographic characteristics of the respondents and respondents' banks. This is because contextual factors on individuals and organizations affect the outcome of studies touching on the effects of physical layout on individual and organizational outcomes (Congdon, Flynn & Redman, 2014). Such individual factors include things such as the type of task an employee is engaged in (Congdon, Flynn & Redman, 2014). In the context of this study, the fact that all the respondents were of managerial levels

indicates that there is a likelihood that the provision of standard office amenities such as ample working space could have favoured positive responses touching on the variable of physical layout, hence the establishment of a positive beta value. A positive relationship between physical layout and the performance of commercial banks in Kenya, as evidenced by this positive beta value, finds likeness in other studies that have been undertaken to ascertain the relationship between physical layout and organization performance, such as those by Allen, Bell, Graham, Hardy and Swaffer (2005), Gensler (2005) and Ben, Love and Treloar (2002).

Organizations with high employee engagement levels are likely to have more positive responses regarding physical layout interventions than employees who are in organizations that do not have high employee engagement levels (Congdon, Flynn & Redman, 2014). This argument, when viewed through the lenses of table 4.8 can therefore also help clarify why this study established a positive relationship, albeit not significant, between physical layout interventions and performance of commercial banks in Kenya.

Other factors that affect the level of employee engagement levels in organizations include organization size, gender of employee and job roles (Congdon, Flynn & Redman, 2014). These factors were largely not homogenous in this survey as can be gleaned from the biographic characteristics of the respondents where-in it is seen that the majority of the banks were large and medium, with most respondents being male and had corporate relationship management roles. These too must have also impacted the cognitive responses to the variable on physical layout hence affecting the outcome

of the study thus the finding that physical layout does not have a significant effect on performance of commercial banks in Kenya.

The finding that physical layout does not have a significant effect on performance of commercial banks in Kenya wavers from the findings of Hameed and Amjad (2009) and Ismail, Mahadir, Siti and Afida (2010) who established positive influences of physical layout on employee and organization performance. All the same, a number of other research findings substantiate the findings of this current study, especially from the perspective that open work spaces, as the ones that characterize the working environment in commercial banks in Kenya, do not generally have an impact on organization performances (Augustin, 2014).

The unique contribution of this finding is the realization of the fact that as a stand-alone, physical layout does not have a significant effect on the performance of commercial banks in Kenya. This is an important consideration as in the literature, it has been argued that physical layout is a feature of high involvement organizations that can be exploited to enhance performance (Cummings & Worley, 2009). Top level management in commercial banks in Kenya can hence use the insights from this finding to determine how best to complement physical layout interventions in commercial banks in Kenya, with other organization development interventions, if commercial bank performance is to be enhanced, a proposition consistent with organization development scholars such as Cummings and Worley (2009) who indicate that physical layout can complement employee involvement interventions and thereby lead to improved organization performance.

4.7.5 Test of Indirect Relationships

Hypotheses iv, v, vi and vii entailed testing for mediating and moderating effects of employee commitment and leadership styles in the relationship between technostructural interventions and performance of commercial banks in Kenya. The results for the test of these mediation and moderation effects are as discussed here-below.

4.7.6 Test of Hypothesis Four

Hypothesis four stated that employee commitment does not mediate the relationship between technostructural interventions and performance of commercial banks in Kenya. The hypothesis sought to establish the mediating role of employee commitment in the relationship between technostructural interventions and performance of commercial banks in Kenya. Having employee commitment as a mediator variable in the relationship between technostructural interventions and performance of commercial banks in Kenya was borne from theoretical underpinnings where scholars have been seen to argue that employee commitment is an important determinant of organization performance, notwithstanding the fact that employee commitment in its own self has antecedent variables, such as organization development interventions, affecting it.

The Fairchild and MacKinnon (2008) and Baron and Kenny (1986) strategy was used for testing for mediating effects under hypothesis H_{04} . This required the use of three regression equations as presented below:

$$EC = \beta_0 + \beta_1 TI + \varepsilon_i \dots \dots \dots (i)$$

$$BP = \beta_0 + \beta_1 EC + \varepsilon_i \dots \dots \dots (ii)$$

$$BP = \beta_0 + \beta_1 TI + \beta_2 EC + \varepsilon_i \dots \dots \dots (iii)$$

Where:

BP = dependent variable, that is performance of commercial banks in Kenya,

TI = the independent variable, that is, technostructural interventions and

EC = the mediator variable, that is employee commitment,

β_0 = the constant or intercept term,

β_2 = the effect of the mediator variable on the dependent variable controlling for the dependent variable and

ε_i = the error term.

TI was a composite indicator that was computed based on the relative number of questionnaire items for each variable. This approach was justified by the propositions of Pareto and Mazziotta (2013) who in enumerating various composite index construction indices, argue that one of the most popular approaches of computing a composite index is that of aggregation of data. Table 4.17 here-below indicates the computation of the proportion attributable to each variable in the composite:

Table 4.17 Composite Index Computation

Variable	No of Items	Percentage Proportion in the Index
Job Enrichment	8	30
Employee Involvement	12	44
Physical Layout	7	26
Total	27	100

Source: Survey Data, 2017

The above table indicates that based on aggregation, the number of items measuring job enrichment were eight, accounting for thirty percent of the composite index. The number of items measuring employee involvement were twelve and accounted for forty four percent of the composite index while the number of items measuring physical layout were seven and accounted for twenty six percent of the composite index. Accordingly, the composite index of technostructural interventions was computed using the mathematical function as given here-below:

$$TI = 0.30JE + 0.44EI + 0.26 PL$$

Where TI= Technostructural Interventions

JE=Job Enrichment

EI= Employee Involvement

PL=Physical Layout

The stepwise approach as explained by Baron and Kenny (1986) and Fairchild and MacKinnon (2008) were then used to analyse the mediation effect of employee commitment in the relationship between technostructural interventions and performance of commercial banks in Kenya. The stepwise regression required that an analysis be undertaken on the relationship between the predictor and the mediator variable, then an analysis between the relationship between the mediator and the criterion variable and then analyzing the relationship between the predictor and the criterion variable. These steps were undertaken as discussed here-below.

Step 1: Relationship between Technostructural Interventions and Performance of Commercial Banks in Kenya

The first step entailed analyzing the relationship between the independent variable and the dependent variable without incorporating the mediating variable. In this case, it entailed testing the relationship between technostructural interventions and performance of commercial banks without incorporating the mediating variable of employee commitment. The SPSS output for this relationship is as presented and discussed under table 4.18 here-below.

Table 4:18. Results of the Regression Analysis for the Relationship between Technostructural Interventions and Performance of Commercial Banks in Kenya

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.322 ^a	.104	.101	.256		
Coefficients ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	2.922	1	2.922	44.707	.000 ^b	
Residual	25.232	386	.065			
Total	28.154	387				
ANOVA						
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	
		B	Std. Error	Beta		t
1	(Constant)	2.514	.120		20.988	.000
	TI	.601	.090	.322	6.686	.000

a. Dependent Variable: Bank Performance

b. Predictors: (Constant), Technostructural Interventions

Source: Survey Data, 2017

The model summary indicates that the multiple coefficient of determination R^2 was 0.104 implying that 10.4% of the total variation in performance of commercial banks in Kenya were accounted for by technostructural interventions. The adjusted R^2 on the

other hand was .101. The ANOVA table indicates that the F ratio for the model was significant [F (2,385) = 44.707 P< .001] to mean that the variation on performance of commercial banks in Kenya attributed by technostructural interventions is very unlikely to have happened purely by chance.

Step 2: Technostructural Interventions Predicting Employee Commitment

The second step entailed running a regression analysis between the independent variable and the mediating variable. In this case, it entailed analyzing the relationship between technostructural interventions and employee commitment, of which employee commitment was assumed to be the dependent variable. The output of the regression analysis for this relationship is as presented under table 4.19 here-below.

Table 4:19. Results of the Regression Analysis for the Relationship between Technostructural Interventions and Employee Commitment

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.771 ^a	.594	.589	.28871		
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.345	.118		19.733	.000
	TI	.613	.086	.487	5.384	.000
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.852	1	2.852	41.818	.000 ^b
	Residual	26.002	386	.071		
	Total	28.854	387			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Technostructural Interventions

Source: Survey Data, 2017.

The table indicates that the R value was .771 implying that there exists a fairly strong relationship between technostructural interventions and employee commitment. The corresponding R^2 value was .594 implying that 59.4% of the variation in employee commitment in commercial banks in Kenya can be attributed to technostructural interventions, with 40.4% being accounted for by other factors not in the model. On the other hand, the adjusted R^2 value was .589. The beta value was .487 and the corresponding p-value was .000. The positive beta value means that the more technostructural interventions are used in commercial banks in Kenya, the higher the likelihood that employee commitment in these commercial banks would increase. On the other hand, the p-value of .000 being less than 0.05 indicates that the relationship between technostructural interventions and employee commitment in commercial banks in Kenya is significant, at 5% significance level, $P < 0.05$.

Step 3: Analysis of relationship between Employee Commitment and Performance of Commercial Banks

The third step entailed analyzing the relationship between the mediating variable and the dependent variable. In this case, this entailed analyzing the relationship between employee commitment and the performance of commercial banks in Kenya. The regression results of this relationship are as presented in table 4.20 here-below.

Table 4:20. Results of the Regression Analysis for the Relationship between Employee Commitment and Performance of Commercial Banks

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.668 ^a	.446	.437	.27892		
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.998	.109		13.990	.000
	EC	.657	.081	.535	3.424	.000
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.799	1	2.799	52.685	.000 ^b
	Residual	23.586	386	.083		
	Total	26.385	387			

a. Dependent Variable: Bank performance

b. Predictors: (Constant), Employee Commitment

Source: Survey Data, 2017.

The table 4.20 above indicates that the coefficient of correlation value was 0.668 implying that there exists a strong relationship between employee commitment and performance of commercial banks of Kenya. The corresponding R^2 value was .446 implying that 44.6% of the variation in performance of commercial banks in Kenya can be attributed to employee commitment in these banks. On the other hand, the adjusted R^2 value was 0.437. The beta value for the variable of employee commitment was .535 and the corresponding p-value was .000. The positive beta value means that the more employee commitment in commercial banks in Kenya, the higher the likelihood that the performance of these commercial banks would increase. On the other hand, the p-value of .000 being less than 0.05 indicates that the relationship between employee commitment and commercial banks in Kenya is significant, at 5% significance level, $P < 0.05$. This therefore means that the relationship between

employee commitment and performance of commercial banks in Kenya as established in this study did not occur purely by chance.

Step 4: Analysis for the Relationship between Technostructural Interventions, Employee Commitment and Performance of Commercial Banks in Kenya

The fourth step entailed analyzing the relationship between the independent and dependent variable while incorporating the mediating variable. In this case, this entailed analyzing the relationship between technostructural interventions, employee commitment and performance of commercial banks in Kenya. The results of the SPSS regression on this analysis is as presented under table 4.21 here-below.

Table 4.21 Results of the Regression Analysis for the Relationship between Technostructural Interventions, Employee Commitment and Performance of Commercial Banks in Kenya

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.631 ^a	.399	.395		.366
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.188	2	17.094	127.588	.000 ^b
Residual	51.582	385	.134		
Total	85.770	387			
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.519	.251		2.070	.039
TI	1.849	.136	.268	3.614	.000
Employee Commitment	.257	.073	.147	3.526	.000

Source: Survey Data, 2017

The model summary indicates that the multiple coefficient of correlation was 0.631 implying a strong relationship between the predictors and the criterion. The R² on the

other hand was 0.399 implying that 39.9% of the total variation in performance of commercial banks in Kenya was accounted for by technostructural interventions and employee commitment. The adjusted R^2 on the other hand was .395. The analysis of the coefficients indicates that technostructural interventions have a positive relationship with performance of commercial banks in Kenya. Employee commitment also had a positive relationship with performance of commercial banks in Kenya. In testing for significance, it was established that the relationship between Technostructural Interventions and Performance of commercial banks in Kenya was significant, $P < .001$. It was also established that Employee Commitment has a significant relationship with performance of commercial banks in Kenya, $P < .001$. The ANOVA table indicates that the F ratio for the model was significant [$F(2, 385) = 127.59, P < .001$] to mean that the variation attributed to the predictors is very unlikely to have happened purely by chance.

From the Baron and Kenny (1986) approach to analyzing mediation effects, it is incumbent to determine changes in coefficients between the independent variable and the dependent variable that occur after inclusion of the mediating variable. Table 4.22 here-below consequently presents a summary of the changes in coefficients after inclusion of the mediating variable of employee commitment in the relationship between technostructural interventions and the performance of commercial banks in Kenya.

Table 4.22: Results of Mediation Effects of Employee Commitment

Parameter	Model Before Mediation	Model After Mediation	Change in Statistic	Significance of change
R	.322	.631	0.309	Change is significant, $P < .001$.
R ²	.104	.399	0.295	
β coefficient for technostructural interventions	.322	.268	-0.054	
β coefficient for employee commitment	.535	.147	-0.388	
F	44.707	127.588	82.881	

Source: Survey data, 2017

The analysis above indicates that the change in R^2 after introduction of the mediator variable was a 0.295, having improved from 0.104 for the non-mediated relationship to 0.399 for the mediated relationship. This suggests that the model improved in its empirical predictive ability after introduction of the mediator variable. The table also indicates that after introduction of the mediating variable of employee commitment in step iv, the change in the beta coefficient over the base model was -0.054 with the change being significant, $P < 0.05$. Allowing the propositions of McKinnon, Warsi and Dwyer (1995) who indicate that partial mediation can be said to occur if the absolute size of the direct effect between the independent variable and the dependent variable is reduced after controlling for the mediator variable, with the direct effect still remaining significantly different from zero, it can be concluded from the analysis of change in coefficients as presented in table 4.22 above that employee commitment has a partial mediation effect in the relationship between technostructural intervention and performance of commercial banks in Kenya. Consequently, the null hypothesis four which postulated that employee commitment does not mediate the relationship between technostructural interventions and performance of commercial banks in

Kenya is rejected. This implies that on the basis of the data collected, there is evidence to suggest that employee commitment partially mediates the relationship between technostructural interventions and performance of commercial banks in Kenya.

In discussing the findings of the hypothesis four, it is requisite to indicate that the demographic characteristics of the respondents could have affected the individual respondent's cognition on the variable of employee commitment. This is because demographics can affect organization behaviour variables such as employee commitment (Mathieu & Zajac, 1990). For example, employee age has been found to positively affect employee commitment to organizations (Agyeman & Ponniah, 2014; Mathieu & Zajac, 1990) mainly given that older employees are usually characterized by a feeling of lack of alternate employment opportunities (Mathieu & Zajac, 1990). Dunham, Grube and Castaneda (1994) also argue that older employees have more history and investment with their organizations than younger employees hence are more likely to be more committed to their organizations than younger employees. In this study, majority of the respondents, that is approximately sixty eight percent, were relatively of mature age and who had worked for over five years and hence from the arguments of Agyeman and Ponniah (2014) and Mathieu and Zajac (1990) can be argued to have high levels of employee commitment levels, hence the finding of the partial mediating effect of employee commitment in the relationship between technostructural interventions and the performance of commercial banks in Kenya.

Studies have also shown that women do exhibit higher employee commitment to organizations than men, as women have to overcome many barriers for them to attain

same status as men in organizations (Mathieu & Zajac, 1990). From the biographic characteristics of the respondents in this survey, of which it is apparent that the majority of the respondents were males by gender, there is a likelihood that the effects of the partially mediated relationship could be explained by this fact. Even so, it can be argued that this may have been mitigated by the satisfactory education levels of employees as majority of the respondents were seen to be holding at least a university degree. The fact of education level being a mitigant is argued in the literature such as in the case of Kumar (2013) who cites Alexander (1998) to have established a positive relationship between education levels and employee commitment to organizations.

The findings of hypothesis four can also be scrutinized from the arguments of theoretical propositions, especially from the AMO theory of performance. The theory largely stipulates that high involvement human resource management practices, such as employee involvement, can affect employee commitment and citizenship behavior in organizations which in turn would positively affect organization performance (Appelbaum *et al.*, 2000; Wood & Wall, 2007; Boxall & Macky, 2009). Some research streams have also established that employee citizenship behaviour is contingent on employee commitment, particularly on employee affective commitment (Subejo, Eka, Armanu & Siti, 2013). This means that the higher the employee commitment levels in the organization, the higher the levels of employee citizenship behaviour hence the higher the likelihood that organization development interventions would positively impact on organization performance (Appelbaum *et al.*, 2000). Robinson, Perryman and Hayday (2004) conversely suggest that there are different manifestations of employee citizenship behaviour which have an impact on

organization outcomes. These behaviours include a helping behaviour, sportsmanship and civic virtue.

The contribution of the hypothesis four to the body of knowledge is the realization that in the context of Kenya's banking industry, employee commitment is an indispensable attribute if the effects of technostructural interventions on bank performance are to be felt. This contribution to knowledge is important as Armstrong (2006) suggests that there have been arguments in some scholarly quarters indicating that high levels of employee commitment can inhibit organization performance, by stifling individual and organization flexibility. Therefore, from this finding, organization development practitioners and scholars can be positive that employee commitment plays a role in facilitating the success of technostructural interventions in driving the performance of commercial banks in Kenya.

4.7.7 Test of Moderated Relationships

In this study, three hypotheses were presented on moderated relationships. These were hypothesis five which stated that leadership styles do not moderate the relationship between technostructural interventions and employee commitment, hypothesis six which stated that leadership styles do not moderate the relationship between technostructural interventions and performance of commercial banks in Kenya and hypothesis seven which stated that leadership styles do not moderate the relationship between employee commitment and performance of commercial banks in Kenya.

Fairchild and MacKinnon (2008) indicate that moderation effects can be tested in three steps. The first step entails analyzing the relationship between the predictor and the criterion variable. The second step entails analyzing the relationship between the

moderator and the criterion variable. The third step entails analyzing the effect of the interaction effect between the predictor and moderator variable on the criterion variable. For moderation to be said to occur, then the interaction effect in step three must be significant (Fairchild & MacKinnon, 2008). These steps and decision rule were used in testing hypothesis five, six and seven and results and discussions are as presented below.

4.7.7.1 Test of Hypothesis H₀₅

Hypothesis five was stated as leadership styles do not moderate the relationship between technostructural interventions and employee commitment of commercial banks in Kenya. This hypothesis was postulated to gain understanding on the role leadership styles play in the relationship between technostructural interventions and employee commitment in commercial banks in Kenya. The need to have leadership styles as a moderator variable in the relationship was explicated from conceptual arguments in the literature which argued on the need to establish the effects of leadership styles on the efficacy of organization development interventions. The hypothesis was tested using three steps as stipulated by Baron and Kenny (1986) as detailed here-below.

Step 1: Analysis of the Relationship between Technostructural Interventions and Employee Commitment

The first step entailed analyzing the relationship between the independent variable and the moderating variable. This entailed analyzing the relationship between technostructural interventions and employee commitment and the results of the SPSS output are as presented under table 4.23 below.

Table 4.23: Results of Regression Analysis of the Relationship between Technostructural Interventions and Employee Commitment
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.589	.28871

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.345	.118		19.733	.000
	TI	.613	.086	.487	5.384	.000

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.852	1	2.852	41.818	.000 ^b
	Residual	26.002	386	.071		
	Total	28.854	387			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Technostructural Interventions

Source: Survey Data (2017).

The table 4.23 indicates that the coefficient of correlation was .771 suggesting a strong relationship between technostructural interventions and employee commitment. The corresponding R^2 was .594 indicating that approximately 59.4% of the variation in employee commitment in commercial banks in Kenya can be attributed to technostructural interventions. On the other hand, the beta value was .487 and significant, $P < 0.05$. The adjusted R^2 on the other hand was .589. The F-statistic for the model was also significant at 5% significance level, $P < 0.05$ signifying that the established relationship between technostructural interventions and employee commitment did not just occur purely by chance.

Step 2: Analysis of the Relationship between Leadership Styles and Employee Commitment

The second step entailed analyzing the relationship between leadership styles and employee commitment. The results of the regression analysis of the relationship between leadership styles and employee commitment are as presented under table 4.24 here-below.

Table 4.24: Results of the Regression Analysis of the Relationship between Leadership Styles and Employee Commitment

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.784 ^a	.615	.611	.18475		
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.136	.133		20.153	.000
	Leadership Styles	.712	.096	.698	4.251	.000
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.538	1	2.538	49.579	.000 ^b
	Residual	24.854	386	.079		
	Total	27.392	387			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Leadership Styles

Source: Survey Data (2017)

The table 4.24 indicates that the coefficient of correlation was .784 suggesting a strong relationship between leadership styles and employee commitment. The corresponding R^2 was .615 indicating that approximately 61.5% of the variation in employee commitment in commercial banks in Kenya can be attributed to leadership

styles. On the other hand, the beta value was .698 and significant, $P < 0.05$. The adjusted R^2 on the other hand was .611. The F-statistic for the model was also significant $P < 0.05$ signifying that the established relationship between leadership styles and employee commitment did not just occur purely by chance.

Step 3: Analysis of the Interaction Effect in the Relationship between Technostructural Interventions, Leadership Styles and Employee Commitment in Commercial Banks in Kenya

The third step entailed analyzing the interaction effect in the relationship between technostructural interventions and employee commitment. The results of the SPSS regression analysis between technostructural interventions, leadership styles and employee commitment in commercial banks in Kenya are as presented in table 4.25 below.

Table 4:25 Results of the Regression Analysis for Technostructural Interventions, Leadership Styles and Employee Commitment

Model Summary					
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.332 ^a	.111	.106		.255
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.112	3	1.556	23.921	.000 ^b
Residual	25.042	384	.065		
Total	28.154	387			
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.671	.151		17.721	.000
TI	.304	.195	.163	1.559	.000
Leadership Styles	.441	.132	.228	7.367	.000
TIL	.045	.026	.179	1.707	.089

Source: Survey Data, 2017

The model summary indicates that the coefficient of determination was 0.332 implying a weak relationship between technostructural interventions, leadership styles and employee commitment in commercial banks in Kenya. The R^2 for the model was 0.111 implying that 11.1% of the total variation in employee commitment was attributed to technostructural interventions and leadership styles. The adjusted R^2 on the other hand was 0.106. The ANOVA table indicates that the F ratio for the model was significant [$F(3,384) = 23.91, P < .001$] to mean that the variation attributed to the predictors on the outcome was very unlikely to have happened purely by chance.

The analysis of the beta coefficients indicates that the coefficient for technostructural interventions was 0.163 and with a P-value of 0.000, thereby indicating that there

exists a positive and significant relationship between technostructural interventions and employee commitment in commercial banks in Kenya, $P < .001$. The analysis of the coefficients also indicate that beta coefficient for leadership styles was 0.228 and with a P-value of 0.000 also indicating that leadership styles have a positive relationship with employee commitment in commercial banks in Kenya, with the relationship being significant $P < .001$. The beta value for the interaction effect on the other hand indicates that the beta value was 0.179 and with a p value of 0.089, indicating that the interaction effect was positive, although not significant $P > .05$.

Table 4.26: Results of Moderation Effects of Leadership Styles in the Relationship between Technostructural Interventions and Employee Commitment

Parameter	Model Before Moderation	Model After Moderation	Change in Statistic	Significance of change
R	.771	.332	-0.439	Change is not significant, $P > .05$.
R ²	.594	.111	-0.483	
β coefficient for Technostructural Interventions	.487	.163	-0.324	
β coefficient for Leadership Styles	.698	.228	-0.47	
F	41.818	23.921	-17.897	

Source: Survey Data, 2017

The analysis of the change in coefficients indicates that whereas all the coefficients registered a reduction in weight, the change in coefficients was not significant, $P > .05$. This implies that hypothesis five is not rejected and consequently it is concluded that on the basis of the data collected, there is no sufficient evidence to suggest that leadership styles moderate the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.

The finding of hypothesis five can be analyzed in the context of arguments that are implicit in the literature. For instance, it has been argued that organizational development interventions can induce apprehension in employees thereby reducing their commitment levels to the organization (Bordia *et al.*, 2004). This argument explains the weak relationship established between technostructural interventions and employee commitment of which it was established that only 11.1% of the total variation in employee commitment in commercial banks in Kenya can be attributed to technostructural interventions.

Molly (2009) in a review of literature touching on the interaction of transformational leadership and transactional leadership also indicates that some contextual organizational factors can determine how effective these leadership styles can be applied in organizations. These factors include organization structure which is actually an area of key focus in organization development intervention studies (Cummings & Worley, 2009). Essentially, organization structure comes to the fore as it can impede the success of organization development interventions, leadership styles notwithstanding, as organizations that are over organized such as in highly mechanistic and bureaucratic organizations can hinder effective task performance (Cummings & Worley, 2009). As is evident in the biographical characteristics of the banks in this study, of which the majority were medium and large banks which are perceptibly highly bureaucratic, the moderating effects of leadership styles in the relationship between technostructural interventions and employee commitment in commercial banks may have been hindered by the bureaucratic nature and structure of these banks.

Molly (2009) moreover puts forth the argument that to fully comprehend the potency of the full range leadership model, it is important to appreciate that if transformational leadership does not attend to raising the need level as prescribed in the Maslow's hierarchy, then transformational leadership styles would be handicapped. This argument is key as job security needs, as part of the Maslow's hierarchy, were affected by the fact that the banking industry was undergoing turmoil at the time of the study and this could explain the finding that leadership styles do not moderate the relationship between technostructural interventions and employee commitment in Kenya, irrespective of the positive impact that leadership styles have on employee commitment (Ajay & Ramjee, 2013).

The unique contribution of this study is the insight that transformational and transactional leadership styles do not serve to strengthen or weaken the relationship between technostructural interventions and employee commitment in commercial banks in Kenya. The recommendation by Molly (2009) that charismatic leadership styles should support transformational and transactional leadership styles thus needs to be considered in commercial banks in Kenya. Cummings and Worley (2009) besides argue that there is need for management to continuously learn new leadership styles if the success of technostructural interventions in driving organization outcomes are to be achieved, which is a vital proposition to top level management in commercial banks in Kenya if a positive moderating effect on the relationship between technostructural interventions and employee commitments in their organizations is to be attained.

4.7.7.2 Test of Hypothesis Six

Hypothesis six stated that leadership styles do not moderate the relationship between technostructural interventions and performance of commercial banks in Kenya. The hypothesis was postulated to gain understanding on the role leadership styles play in the relationship between technostructural interventions and the performance of commercial banks in Kenya. The need to have leadership styles as a moderator variable in the relationship was explicated from conceptual arguments in the literature which argued on the need to establish the effects of leadership styles on the efficacy of organization development interventions. The hypothesis was tested using three steps as stipulated by Baron and Kenny (1986) and the results of the SPSS regression analysis are as presented under table 4.28, table 4.29 and table 4.30 here- below.

Step 1: Analysis of the Relationship between Technostructural Interventions and Performance of Commercial Banks in Kenya

The firsts step entailed analyzing the relationship between the independent variable and the dependent variable. This entailed analyzing the relationship between technostructural interventions and the performance of commercial banks in Kenya.

Table 4.27 Results of the Regression Analysis for the Relationship between Technostructural Interventions and the Performance of Commercial Banks in Kenya.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.322 ^a	.104	.101	.256	
Coefficients ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.922	1	2.922	44.707	.000 ^b
Residual	25.232	386	.065		
Total	28.154	387			
ANOVA					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.514	.120		20.988	.000
TI	.601	.090	.322	6.686	.000

a. Dependent Variable: Bank Performance

b. Predictors: (Constant), Technostructural Interventions

Source: Survey Data, 2017

The model summary indicates that the multiple coefficient correlation was 0.322 implying a weak relationship between technostructural interventions and performance of commercial banks in Kenya. The adjusted R^2 on the other hand was 0.106 implying that 1.04% of the total variation in performance of commercial banks in Kenya were accounted for by technostructural interventions. The adjusted R^2 on the other hand was .101. The ANOVA table indicates that the F ratio for the model was significant [$F(2,385) = 44.707, P < .001$] to mean that the variation on performance of commercial banks in Kenya attributed by technostructural interventions is very unlikely to have happened purely by chance. The analysis of the coefficient indicates that the beta coefficient for technostructural interventions was 0.322 and with a p

value of 0.000 indicating that technostructural interventions have a positive and significant relationship with performance of commercial banks in Kenya, $P < .001$

Step 2: Analysis of the Relationship between Leadership Styles and Performance of Commercial banks in Kenya

The second step entailed analyzing the relationship between the moderating variable and the dependent variable. This entailed analyzing the relationship between leadership styles and the performance of commercial banks in Kenya and the SPSS regression results for this relationship is as presented under table 4.28 here-below.

Table 4.28: Regression Results of the Relationship between Leadership Styles and Performance of Commercial banks in Kenya.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.781 ^a	.610	.605	.18475		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.538	1	2.538	49.579	.000 ^b
	Residual	24.854	386	.079		
	Total	27.392	387			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.136	.133		20.153	.000
	Leadership Styles	.712	.096	.698	4.251	.000

Source: Survey Data, 2017.

The table indicates that the multiple coefficient of correlation between leadership styles and performance of commercial banks in Kenya was 0.781 suggesting a strong relationship between leadership styles and performance of commercial banks in Kenya. The coefficient of determination, R^2 was 0.610 suggesting that 61% of the

variation in performance of commercial banks in Kenya was attributed to leadership styles. The adjusted R^2 was 0.605. The F-statistic moreover shows that the relationship was significant, $P < 0.05$, indicative of the fact that the relationship between leadership styles and performance of commercial banks in Kenya is unlikely to have occurred purely by chance. The beta weight was 0.698 and with a P- value of 0.000 indicating that the relationship between leadership styles and performance of commercial banks in Kenya is significant.

Step 3: Analysis Of The Interaction Effect In The Relationship Between Technostructural Interventions, Leadership Styles And Performance Of Commercial Banks.

The third step entailed analyzing the interaction effect of the moderator in the relationship between the independent variable and the dependent variable. This entailed analyzing the interaction effect of leadership styles on the relationship between technostructural interventions and performance of commercial banks in Kenya. The SPSS regression results for this analysis are as presented under table 4.30 here-below.

Table 4.29: Results Of The Regression Analysis Of The Interaction Effect In The Relationship Between Technostructural Interventions, Leadership Styles And Performance Of Commercial Banks.

Model Summary

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.727 ^a	.528	.524		.324
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	45.279	3	15.093	143.140	.000 ^b
Residual	40.490	384	.105		
Total	85.770	387			
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.515	.649		-.794	.428
TI	1.917	.524	.589	3.658	.000
Leadership Styles	.779	.169	.810	4.597	.000
TIL	-.241	.129	-.551	-1.861	.064

Source: Survey Data, 2017

The model summary indicates that the coefficient of determination was 0.727 implying a strong relationship between technostructural interventions, leadership styles and performance of commercial banks in Kenya. The R^2 for the model was 0.528 implying that 52.8% of the total variation in performance of commercial banks in Kenya was attributed to technostructural interventions and leadership styles. The adjusted R^2 on the other hand was 0.524. The ANOVA table indicates that the F ratio for the model was significant [$F(3,384) = 143.10, P < .001$] to mean that the variation attributed to the predictors on the outcome was very unlikely to have happened purely by chance.

The beta coefficient for technostructural interventions was 0.589 and with a P value of 0.000 implying that technostructural interventions have a positive relationship with performance of commercial banks in Kenya, with the relationship being significant, $p < .001$. The beta coefficient for leadership styles was 0.810 and with a P value of 0.000 also suggesting that leadership styles have a positive relationship with performance of commercial banks in Kenya, with the relationship also being significant $P < .001$. The beta value of the interaction effect on the other hand was $-.551$ with a P-value of 0.064 suggesting that leadership styles have a negative effect on the relationship between technostructural interventions and performance of commercial banks in Kenya, with the effect not being significant, $P > .05$.

Table 4.30: Results of Change in Coefficients in Analysis of Moderation Effects of Leadership Styles in The Relationship Between Technostructural Interventions and Performance of Commercial Banks in Kenya

Parameter	Model Before Moderation	Model After Moderation	Change in Statistic	Significance of change
R	.322	.727	0.405	Change is not significant, $P > .05$.
R ²	.104	.528	0.424	
β coefficient for Technostructural Interventions	.322	.589	0.267	
β coefficient for Leadership Styles	.698	.810	0.112	
F	44.707	143.140	98.433	

Source: Survey Data, 2017

The analysis of the change in coefficients indicates that there were positive changes in coefficients after the introduction of the moderator variable but the change was not significant. Thus hypothesis H₀₆, which proposed that leadership styles do not moderate the relationship between technostructural interventions and performance of commercial banks in Kenya was not rejected. This therefore means that on the basis

of the data collected, there is no evidence that leadership styles moderate the relationship between technostructural interventions and the performance of commercial banks in Kenya.

The finding of the hypothesis can be examined from the literature. Cummings and Worley (2009) underscore the importance of organization culture in the success of leadership styles and technostructural interventions in driving organization performance. In their argument, Cummings and Worley (2009) indicate that organizations that have long standing cultures respond less to organization development interventions than those with cultures that are evolving. This is an important illumination given that in this study, majority of the banks, that is ninety three percent of the commercial banks, had been operating for more than twenty years and hence can be argued to have less responsive cultures to organization development interventions, leadership styles notwithstanding. This can be one of the key considerations to the finding that leadership styles do not moderate the relationship between technostructural interventions and the performance of commercial banks in Kenya.

Adams and Zanzi (2011) accordingly are seen to argue that for organization development interventions to have a successful impact on organizations, then organization transformation must be encouraged to specifically deal with aspects of the organizations culture. Organization transformation would principally aid in driving the objectives of organization development interventions by aligning the culture of the organization to the general direction that the leadership is intending to

take the organization, this through changing norms and beliefs of employees and thereby lead to greater organization performance.

The contribution of the finding of hypothesis six to the body of knowledge is the affirmation that transformational and transactional leadership styles in commercial banks in Kenya do not moderate the relationship between technostructural interventions and the performance of commercial banks in Kenya. It is therefore necessary for commercial banks in Kenya to examine how these leadership styles can be complemented by corresponding change of organization cultures in order to have a positive moderating effect on the relationship between technostructural interventions and their respective performance measures. Even so, from the arguments of the leadership theorist Bass (1985;1998) it may be equally prudent to determine whether other variants of leadership styles such as democratic leadership and autocratic leadership styles could also be employed as moderators of the relationship between the technostructural interventions and the performance of commercial banks in Kenya. This is because Bass, Avolio and Goodheim (1987) sustain that whereas transformational leadership styles are conceptually different from democratic and autocratic leadership styles, these other leadership styles can be used to improve on organization performance, especially in circumstances where transactional leadership is suppressed by a transformational leaders personal characteristics (Fernando, Isabel, Marisol & Morales , 2007).

The foregoing notwithstanding, in the interim, the senior management of commercial banks in Kenya should establish ways of further augmenting transactional leadership styles and transformational leadership styles. This is in line with the augmentation

hypothesis of the transformational and transactional leadership styles theory (Bass, 1985; 1998) where-in it has been proposed that the effects of transformational leadership and transactional leadership styles on organization outcomes are best felt when these two leadership styles are properly and well augmented together (Fernando, Isabel, Marisol & Morales , 2007).

4.7.7.3 Test of Hypothesis Seven

Hypothesis seven stated that leadership styles do not moderate the relationship between employee commitment and performance of commercial banks in Kenya. The hypothesis was postulated to gain understanding on the role leadership styles play in the relationship between employee commitment and performance of commercial banks in Kenya. The hypothesis was tested using three steps as proposed by Baron and Kenny (1986) and SPSS results are presented and discussed under table 4.31, table 4.32 and table 4.33 here-below.

Step 1: Results of the Regression Analysis Between Employee Commitment and Performance of Commercial Banks

The first step entailed analyzing the relationship between employee commitment and the performance of commercial banks in Kenya, and the results of the regression analysis are as presented under table 4.31 here-below.

Table 4.31: Results of the Regression Analysis between Employee Commitment and Performance of Commercial Banks in Kenya.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.668 ^a	.446	.437	.27892		
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.998	.109		13.990	.000
	EC	.657	.081	.535	3.424	.000
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.799	1	2.799	52.685	.000 ^b
	Residual	23.586	386	.083		
	Total	26.385	387			

a. Dependent Variable: Bank performance

b. Predictors: (Constant), Employee Commitment

Source: Survey Data, 2017.

The table 4.31 indicates that the R value was .668 implying that there exists a moderately strong relationship between employee commitment and performance of commercial banks of Kenya. The corresponding R² value was .446 implying that 44.6% of the variation in performance of commercial banks in Kenya can be attributed to employee commitment in these banks. On the other hand, the adjusted R² value was .437. The beta value for the variable of employee commitment was 0.535 and the corresponding p-value was .000 implying that the relationship between employee commitment and performance of commercial banks in Kenya is positive and significant, P<0.05. The F statistic for the relationship was also significant P<0.05, implying that the relationship between employee commitment and performance of commercial banks in Kenya as established in this study did not occur purely by chance.

Step 2: Analysis of the Relationship between Leadership Styles and Performance of Commercial Banks in Kenya

The second step entailed analyzing the relationship between leadership styles and the performance of commercial banks in Kenya. The SPSS regression results for this relationship is as presented and discussed under table 4.32 here-below.

Table 4.32: Regression Results of the Relationship between Leadership Styles and Performance of Commercial banks in Kenya.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.781 ^a	.610	.605	.18475		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.538	1	2.538	49.579	.000 ^b
	Residual	24.854	386	.079		
	Total	27.392	387			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.136	.133		20.153	.000
	Leadership Styles	.712	.096	.698	4.251	.000

Source: Survey Data, 2017

The table indicates that the multiple coefficient of correlation between leadership styles and performance of commercial banks in Kenya was 0.781 suggesting a strong relationship between leadership styles and performance of commercial banks in Kenya. The coefficient of determination, R^2 was 0.610 suggesting that 61% of the variation in performance of commercial banks in Kenya was attributed to leadership styles. The adjusted R^2 was 0.605 indicating a shrinkage of 0.005 implying that if the data was drawn from the population rather than the sample, the model would account

for 0.5% less in variance. The F-statistic moreover shows that the relationship was significant, $P < 0.05$, indicative of the fact that the relationship between leadership styles and performance of commercial banks in Kenya is unlikely to have occurred purely by chance.

Step 3: Analysis of the Interaction Effect of the Relationship Between Employee Commitment, Leadership Styles and Performance of Commercial banks in Kenya

The third step entailed analyzing the interaction effect of leadership styles in the relationship between employee commitment and the performance of commercial banks in Kenya. The SPSS regression results for this relationship is as presented and discussed under table 4.33 here-below.

Table 4.33 Results of the Regression Analysis for the Interaction Effect Between Employee Commitment, Leadership Styles and Performance of Commercial Banks in Kenya.

Model Summary					
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.717 ^a	.515	.511		.329
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	45.279	3	15.093	143.140	.000 ^b
Residual	40.490	384	.105		
Total	85.770	387			
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-5.537	1.405		-3.940	.000
EC	2.137	.434	1.224	4.921	.000
Leadership Styles	2.176	.359	2.264	6.064	.000
ECL	-.481	.110	-2.185	-4.362	.000

Source: Survey Data, 2017

The model summary indicates that the coefficient of determination was 0.717 implying a strong relationship between employee commitment, leadership styles and performance of commercial banks in Kenya. The R^2 for the model was 0.515 implying that 51.5% of the total variation in performance of commercial banks in Kenya was attributed to employee commitment and leadership styles. The adjusted R^2 on the other hand was 0.511 implying that the shrinkage in R^2 was 0.004 suggesting that if the model was derived from the population rather than a sample, it would account for approximately 0.4% less variance in outcome. The ANOVA table indicates that the F ratio for the model was significant [F (3,384) = 135.729, $P < .001$] to mean that the variation attributed to the predictors on the outcome was very unlikely to have happened purely by chance.

The analysis of the coefficients indicates that employee commitment had a beta value of 1.224 and with a p-value of 0.000 indicating that employee commitment has a positive and significant relationship with performance of commercial banks in Kenya, $P < .001$. The analysis of the coefficients further indicate that leadership styles had a beta value of 2.264 and a p-value of 0.000 indicating that leadership styles also have a positive and significant relationship with performance of commercial banks in Kenya, $P < .05$. The analysis of the interaction effect on the other hand indicates that the beta value for the interaction effect was -2.185 and with a p-value of 0.000 signifying that the interaction effect is negative but significant, $P < .001$.

Table 4.34: Results of Moderation Effects of Leadership Styles in the Relationship between Employee Commitment and Performance of Commercial Banks in Kenya

Parameter	Model Before Moderation	Model After Moderation	Change in Statistic	Significance of change
R	.668	.717	0.049	Change is significant, P<.001
R ²	.446	.515	0.069	
β coefficient for Employee Commitment	.535	2.264	1.729	
β coefficient for Leadership Styles	.698	-2.185	-2.883	
F	52.685	135.729	83.044	

Source: Survey Data, 2017

The analysis of the change in coefficients indicates that there were changes in the coefficients, with the change being significant. Consequently hypothesis seven which proposed that leadership styles do not moderate the relationship between employee commitment and performance of commercial banks in Kenya was rejected. This therefore means that on the basis of the data collected, there is evidence that transformational and transactional leadership styles moderate the relationship between employee commitment and the performance of commercial banks in Kenya albeit the relationship is negative in nature.

The finding that leadership styles moderate the relationship between employee commitment and the performance of commercial banks in Kenya can be explained by the fact that transformational leadership styles have an effect on employee citizenship behaviour (Weiping , Xianbo & Jiongbina, 2017) which consequently has an effect on organization performance. This line of argument is propped by the AMO theory of organization performance which argues that high involvement organization practices

affect employee discretionary behavior which affects employee citizenship behavior thereby leading to enhanced organization performance (Appelbaum *et al.*, 2000; Wood & Wall, 2007; Boxall & Macky, 2009).

Even so, the nature of the effect of transformational leadership styles on employee citizenship behaviour can be affected by an individual's personal characteristics such as age and education level (Weiping, IXianbo & Jiongbina, 2017). Thus, the biographic characteristics of the respondents in this study, which showed that most respondents were relatively young and with university level education qualifications may have contributed to the establishment of a moderating effect of leadership styles on the relationship between employee commitment and performance of commercial banks in Kenya. This argument is further buoyed by the fact that the literature indicates that personal characteristics are an important determinant of employee commitment in organizations (Agyeman & Ponniah, 2014; Kumar, 2013; Mathieu & Zajac, 1990).

As important, the finding of hypothesis seven is coherent with other empirical findings which have equally established that there is an established positive relationship between leadership styles, employee commitment and organization performance (Orabi, 2016; Munyeka & Ngirande, 2014). However, the unique contribution of this study is the finding that the moderation effect of leadership styles in the relationship between employee commitment and the performance of commercial banks in Kenya is negative in nature. Therefore, it is important for commercial banks in Kenya to examine how existing leadership styles in their fronts can be improved in order to have a positive moderating effect on the relationship between employee commitments and organization performance in their organizations.

4.8. Summary of Findings of Hypothesis Tests

Table 4.35 below presented a summary of the findings on the hypotheses tests.

Table 4.35 Summary of Findings of Hypothesis Tests

Objective	Hypothesis	Model	Results
1. To determine the effects of job enrichment on performance of banks in Kenya.	H₀₁ Job enrichment does not have an effect on the performance of banks in Kenya.	Multiple regressions analysis of the form	H ₀₁ was supported as β_1 was established not to be statistically different from zero, $P > .05$.
2. To determine the effects of employee involvement on performance of banks in Kenya.	H₀₂ Employee involvement does not have an effect on the performance of banks in Kenya.	$BP = \beta_0 + \beta_1 JE + \beta_2 EI + \beta_3 PL + \epsilon_i$ where BP=Bank Performance JE=Job Enrichment EI=Employee Involvement PL=Physical Layout and ϵ_i =Error term.	H ₀₂ was not supported as β_2 was established to be statistically different from zero, $P < 0.05$.
3. To determine the effects of physical layout on performance of banks in Kenya.	H₀₃ Physical layout does not have an effect on the performance of banks in Kenya.		H ₀₃ was supported as β_3 was established not to be statistically different from zero, $P < 0.05$.
4. To establish the mediating effects of employee commitment on relationships between technostructural interventions and performance of commercial banks in Kenya.	H₀₄ Employee commitment does not mediate the relationships between technostructural interventions and performance of commercial banks in Kenya.	Three regression equations below were used: $EC = \beta_0 + \beta_1 TI + \epsilon_i \dots \dots \dots (i)$ $BP = \beta_0 + \beta_1 EC + \epsilon_i \dots \dots \dots (ii)$ $BP = \beta_0 + \beta_1 TI + \beta_2 EC + \epsilon_i \dots \dots \dots (iii)$ Where EC is employee commitment, BP is performance of commercial banks in Kenya and TI is Technostructural Interventions.	H ₀₄ was not supported as it was established that the change in coefficients did indicate partial mediation effect.
5. To establish the moderating effects of leadership styles on relationships between technostructural interventions and performance of commercial banks in Kenya.	H₀₅ Leadership styles do not moderate the relationship between technostructural interventions and performance of commercial banks in Kenya.	Three equations i.e $EC = \beta_0 + \beta_1 TI + \epsilon_i \dots \dots \dots (i)$ $EC = \beta_0 + \beta_1 L + \epsilon_i \dots \dots \dots (ii)$ $EC = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \epsilon_i$ Where EC=Employee Commitment, TI is Technostructural Interventions, L=Leadership Styles and β_1, β_2 and β_3 are the coefficients.	H ₀₅ was supported as β_3 was established not to be statistically different from zero, $P < 0.05$.

<p>6. To establish the moderating effects of leadership styles in the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.</p>	<p>H₀₆ Leadership styles do not moderate the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.</p>	<p>$BP = \beta_0 + \beta_1 TI + \epsilon_i \dots\dots(i)$ $BP = \beta_0 + \beta_1 L + \epsilon_i \dots\dots(ii)$ $BP = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \epsilon_i (iii)$ Where BP=Bank Performance, TI is Technostructural Interventions, L=Leadership Styles and β_1, β_2 and β_3 are the coefficients</p>	<p>H₀₆ was supported as β_3 was established not to be statistically different from zero, $P < 0.05$.</p>
<p>7. To establish the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in banks in Kenya.</p>	<p>H₀₇ Leadership styles do not moderate the relationship between employee commitment and performance of commercial banks in banks in Kenya.</p>	<p>$BP = \beta_0 + \beta_1 EC + \epsilon_i \dots\dots(i)$ $BP = \beta_0 + \beta_1 L + \epsilon_i \dots\dots(ii)$ $BP = \beta_0 + \beta_1 TI + \beta_2 L + \beta_3 TIL + \epsilon_i (iii)$ Where BP=Bank Performance, EC is Employee Commitment, L=Leadership Styles and β_1, β_2 and β_3 are the coefficients</p>	<p>H₀₇ was not supported as β_3 was established to be statistically different from zero, $P < 0.05$</p>

Source: Survey Data, 2017

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes key features of this study. It also seeks to draw conclusions from the findings of the study and make recommendations that may be useful to commercial banks in Kenya. As important, the chapter also gives recommendations for areas that may be explored further in other empirical studies that touch on the subject of organization development interventions in commercial banks in Kenya.

5.2 Summary

The purpose of this study was to establish the effect of technostructural interventions on the performance of commercial banks in Kenya. The attention on performance of commercial banks was premised on the fact that commercial banks play important roles in any economy, especially in facilitating economic growth and development, through their role in financial intermediation. Commercial banks in Kenya, even so, have had an undulating performance over the years, with some being placed under statutory management and receivership, and worse off, some completely collapsing. Accordingly, in a bid to ensure their continued performance, top management of commercial banks in Kenya has continually adopted a number of strategies, with one of these strategies being embracing organization development interventions, such as technostructural interventions. While the effects of these organization development interventions have been explored and studied in many contexts across the globe, literature on the effects of these interventions on the performance of commercial banks in Kenya is scanty. This study thus sought to establish the effect of technostructural interventions on the performance of commercial banks in Kenya,

keeping employee commitment as a mediating variable and transformational and transactional leadership styles as the moderating variable.

The incorporation of employee commitment and leadership styles as intervening variables was informed from arguments in the literature on their importance in organization development interventions. To explore the effects of these relationships, seven hypotheses were hunched, hypotheses which were drawn from seven study objectives. The technostructural interventions considered in the study were job enrichment, employee involvement and physical layout, which are some of the most common technostructural interventions embraced by commercial banks in Kenya. Commercial banks performance on the other hand was operationalized by using both qualitative and quantitative measures of performance viz flexibility, responsiveness, profitability and cost effectiveness.

The study adopted a positivst philosophy and a blend of descriptive and cross sectional research designs was used. Primary data was collected from Corporate Relationship Managers, Business Bankers and Personal Bankers using questionnaires as the research instrument. These questionnaires constituted of five point Likert type items adapted from instruments such as the Job Diagnostics Survey instrument, the Multifactor Leadership Questionnaire instrument and the Meyer and Allen Employee Commitment Questionnaire. The questionnaire instrument was validated by expert opinion while reliability of the instrument was tested using Cronbach alpha with the overall instrument Cronbach alpha coefficient being 0.79. Data was analyzed using SPSS version 22 and both descriptive and inferential statistics were generated and analyzed.

From the descriptive analysis, the findings of the study indicated that most respondents were male and that most of these respondents were between thirty six years and forty five years of age. The descriptive statistics also indicated that most of the respondents had a bachelors degree as the highest level of education qualification and that most respondents had worked as bankers for a period of between eleven years and fifteen years. The descriptive statistics also indicated that most respondents were personal bankers, in addition to showing that most respondents had worked for over five years in their current roles. As regards to bank characteristics, the descriptive statistics indicated that most banks had operated as commercial banks for a period exceeding twenty years, and also that majority of the respondents' banks had equally operated in Kenya for a period exceeding twenty years. The descriptive statistics moreover indicated that most of the respondents' banks were categorized by the Central Bank of Kenya as medium banks, and that most of the respondents' banks were operating as regional banks, that is, had presence in the East African countries.

5.2.1 Summary of Findings on Hypothesis One

The first objective of the study was to establish the effect of job enrichment interventions on the performance of commercial banks in Kenya. The resultant hypothesis from this objective stated that job enrichment does not have an effect on the performance of commercial banks in Kenya. Analysis of the regression coefficients indicated that the beta value for the variable of job enrichment was -0.037 and the corresponding p-value was 0.410. The negative beta value meant that the more job enrichment interventions are used in commercial banks in Kenya, the higher the likelihood that performance of these commercial banks would reduce. On the other hand, the p-value of 0.410 being greater than 0.05 indicated that the relationship

between job enrichment and the performance of commercial banks in Kenya was not significant at 5% significance level, $P > 0.05$. This means that the null hypothesis H_{01} that stated that job enrichment does not have an effect on the performance of commercial banks in Kenya was supported. This finding of the hypothesis one was discussed on the basis of the biographic characteristics of the respondents, descriptive data and also based on the findings of other studies touching on the relationship between job enrichment and organization performance.

From the findings of the hypothesis, it can be deduced that job enrichment is not a suitable strategy of driving flexibility, responsiveness, profitability and cost effectiveness of commercial banks in Kenya. The implication of the finding of this hypothesis on the study objective thus is the understanding that whereas job enrichment interventions have been found to be useful in other settings, there is no sufficient evidence that job enrichment interventions can affect the performance of commercial banks in Kenya and hence should be adopted with caution if at all such interventions are to be used as a strategy of driving the performance of commercial banks in Kenya.

5.2.2 Summary of Findings on Hypothesis Two

The second objective of the study sought to establish the effect of employee involvement on the performance of commercial banks in Kenya. Consequently, the null hypothesis two stated that employee involvement does not have an effect on performance of commercial banks in Kenya. The findings of the regression analysis established that the beta value for the variable of employee involvement was 0.728 and the corresponding p-value was .000. The positive beta value means that the more

employee involvement is used in commercial banks in Kenya, the higher the likelihood that performance of these commercial banks would increase. On the other hand, the p-value of 0.000 being less than 0.05 indicates that the relationship between employee involvement and the performance of commercial banks in Kenya is significant, at 5% significance level, $P < 0.05$. This means that the null hypothesis H_{02} which stated that employee involvement does not have an effect on performance of commercial banks in Kenya was not supported.

From the findings of the hypothesis, it can be deduced that employee involvement is a suitable strategy of driving flexibility, responsiveness, profitability and cost effectiveness of commercial banks in Kenya. The implication of the finding of this hypothesis on the study objective thus is the understanding that employee involvement as a typology of technostructural interventions can be reliably used as a strategy of driving the performance of commercial banks in Kenya.

5.2.3 Summary of Findings on Hypothesis Three

The third objective of the study was to establish the effect of physical layout on the performance of commercial banks in Kenya. The resultant null hypothesis three stated that physical layout does not have an effect on the performance of commercial banks in Kenya. The results of the regression analysis established that the beta value for the variable of physical layout was 0.071 and the p-value was 0.090 hence implying that the relationship between physical layout and performance of commercial banks was not significant, at 5% significance level, $P > 0.05$. Even so, the positive beta value suggests a positive relationship between physical layout and the performance of commercial banks in Kenya thereby pointing to the fact that the more

physical layout is used as a technostructural intervention, the higher the likelihood that the performance of commercial banks in Kenya will increase. The fact that the relationship was not significant suggests that hypothesis three H_{03} was not supported. The finding of the hypothesis three was equally analyzed from the perspective of the biographic and descriptive statistics of the study.

From the finding of hypothesis three, it can be deduced that it is not judicious to use physical layout as a strategy of driving the performance of commercial banks in Kenya. The implication thus is that commercial banks should seek to establish ways and means through which their interventions in physical layout can be harnessed to contribute to performance at the organization level.

5.2.4 Summary of Findings on Hypothesis Four

The fourth objective of the study was to establish the mediating effect of employee commitment in the relationship between technostructural interventions and the performance of commercial banks in Kenya. The null hypothesis stated that employee commitment does not mediate the relationship between technostructural interventions and the performance of commercial banks in Kenya. The Baron and Kenny approach was used to test for mediation effects in a four step stepwise regression procedure. The analysis of the changes in coefficients indicated that the change in R^2 after introduction of the mediator variable was a 0.295, having improved from 0.104 for the non-mediated relationship to 0.399 for the mediated relationship. This suggests that the model improved in its empirical predictive ability after introduction of the mediator variable. The analysis also indicated that after introduction of the mediating variable of employee commitment the change in the beta coefficient over the base

model was -0.054 with the change being significant, $P < 0.05$. This implied that from the proposition of theory on analysis of mediated relationships, employee commitment could be construed to partially mediate the relationship between technostructural interventions and the performance of commercial banks in Kenya.

The finding of hypothesis four was analyzed from both the descriptive statistics of the study and the biographic characteristics of the respondents. The finding was also illuminated from the findings of other empirical studies touching on the mediating influence of employee commitment as has been established by other researchers. In the context of these, it was concluded that employee commitment does not fully mediate the relationship between technostructural interventions and the performance of commercial banks in Kenya. The insinuation of this finding is the need for commercial banks in Kenya to establish ways through which employee commitment to organization development interventions in commercial banks in Kenya can be further enhanced in order to enhance performance of the commercial banks.

5.2.5 Summary of Findings on Hypothesis Five

The fifth objective of the study was to establish the moderating effect of leadership styles in the relationship between technostructural interventions and employee commitment in commercial banks in Kenya. The resultant null hypothesis was that leadership styles do not moderate the relationship between technostructural interventions and the performance of commercial banks in Kenya. The study used a stepwise regression approach and in the first step, it was established that technostructural interventions have a positive relationship with employee commitment in commercial banks in Kenya. In the second step, it was also established that

leadership styles have a positive effect on employee commitment in Kenya. However, in testing for the interaction effect, the beta value for the interaction effect was found to be 0.179 and with a p-value of 0.089, indicating that the interaction effect was positive, although not significant $P > .05$. This implies that hypothesis five was not rejected and consequently it was concluded that on the basis of the data collected, there is no sufficient evidence to suggest that leadership styles moderate the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.

The finding of hypothesis five was analyzed in the context of the biographic characteristics of the respondents and also from the basis of descriptive statistics of the study. The finding was also analyzed from arguments that are implicit in the literature which indicate that organizational development interventions can induce apprehension in employees thereby reducing their commitment levels to the organization. The inference of the finding of hypothesis five therefore is that leadership styles do not strengthen or weaken the relationship between technostructural interventions and employee commitment in commercial banks in Kenya. The implication of this is that there is need for commercial banks in Kenya to further explore how transactional and transformational leadership styles can be employed to improve the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.

5.2.5 Summary of Findings on Hypothesis Six

The sixth objective of the study was to establish whether leadership styles moderate the relationship between technostructural interventions and the performance of

commercial banks in Kenya. The resultant null hypothesis stated that leadership styles do not moderate the relationship between technostructural interventions and the performance of commercial banks in Kenya. The hypothesis was tested using a stepwise regression approach and in the first step it was established that technostructural interventions have a positive relationship with performance of commercial banks in Kenya, a finding that is coherent with scholarly posits on the effects of organization development on organization performance. In the second step, it was also established that that leadership styles have a positive relationship with performance of commercial banks in Kenya, a finding consistent with the generally accepted notion that leadership styles have an effect on organization performance. In the interaction effect, the beta value of the interaction effect was $-.551$ with a p-value of 0.064 suggesting that leadership styles have a negative effect on the relationship between technostructural interventions and performance of commercial banks in Kenya, with the effect not being significant, $P > .05$. From this finding, hypothesis six was thus not rejected and it was concluded that leadership styles do not moderate the relationship between technostructural interventions and the performance of commercial banks in Kenya.

The finding of hypothesis six was also analyzed through the descriptive statistics and biographic characteristics of the study. The finding was also analyzed through the propositions of the literature which underscore the importance of leadership styles in facilitating the success of organization development interventions in driving organization performance. The inference from the finding of hypothesis six therefore was that leadership styles do not strengthen or weaken the relationship between technostructural interventions and the performance of commercial banks in Kenya.

The implication of this is that that commercial banks in Kenya should endeavor to find out which leadership styles would be appropriate to strengthen the relationship between their organization development interventions and their organization level performances.

5.2.7 Summary of Findings on Hypothesis Seven

The seventh objective of the study was to establish whether leadership styles moderate the relationship between employee commitment and the performance of commercial banks in Kenya. The resultant null hypothesis from this objective stated that leadership styles do not moderate the relationship between employee commitment and the performance of commercial banks in Kenya. The analysis was done using a stepwise approach and in the first step it was established that employee commitment has a positive and significant relationship with the performance of commercial banks in Kenya, a finding consistent with that of other scholars who established that employee commitment indeed has a positive effect on organization performance. In the second step, transformational and transactional leadership styles were also found to have a positive and significant relationship with performance of commercial banks in Kenya, a finding which is consistent with the findings of other scholars who have also established that leadership styles are indeed important determinants of organizational performance. The analysis of the interaction effect indicated that the beta value for the interaction effect was -2.185 and with a p-value of 0.000 signifying that the interaction effect is negative but significant, $P < .001$. Consequently, the hypothesis seven was rejected and it was concluded that leadership styles moderate the relationship between employee commitment and performance of commercial banks in Kenya.

The finding of hypothesis seven was interrogated from the biographic characteristics of the respondents and also from the descriptive statistics of the study. The finding was also discussed in lieu of other empirical findings that equally established positive relationships between leadership styles, employee commitment and organization performance. As important, the implication of the finding of hypothesis seven is the need to establish how best transformational and transactional leadership styles can be employed in commercial banks in Kenya to further enhance the performance of commercial banks in Kenya.

5.3 Conclusions

From the findings of this study, the study makes three conclusions. First, the study leads to the conclusion that the technostructural interventions of job enrichment and physical layout, when administered individually, do not have an effect on the performance of commercial banks in Kenya, while the technostructural intervention of employee involvement, even when administered individually, has an effect on the performance of commercial banks in Kenya.

Second, the study leads to a conclusion that employee commitment partially mediates the relationship between technostructural interventions and the performance of commercial banks in Kenya. Last, but not least, the study also leads to the conclusion that leadership styles moderate the relationship between employee commitment and performance of commercial banks in Kenya, but does not moderate the relationship between technostructural interventions and performance of commercial banks in Kenya nor do leadership styles moderate the relationship between technostructural interventions and employee commitment in commercial banks in Kenya.

5.4 Contributions to the Body of Knowledge

The findings of the study contribute to the body of knowledge through underscoring some important propositions. Foremost is the realization that the individual typologies of technostuctural interventions have mixed effects in driving the performance of commercial banks in Kenya, with the one that is seen to drive commercial banks performance being employee involvement. This is an important contribution to the body of organization development knowledge as it dispels the thought that job enrichment and physical layout affect the performance of commercial banks in Kenya. Instructively, studies in other settings such as those of Salau, Anthonia and Adebukola (2014) and Khattak, Iqbal and Khattak (2013) had established that these two variables have an effect on organization performance.

The second important contribution to the body of knowledge is the realization that leadership styles moderate the relationship between employee commitment and the performance of commercial banks in Kenya. This finding reinforces the finding that leadership can strengthen employee commitment in organizations as established in empirical findings of studies from other countries such as in the case of Mclaggan, Adele and Botha (2013) in South Africa and Almutari (2013) in Saudi Arabia. The consequence is that commercial banks in Kenya can thus continue adopting transactional and transformational leadership styles to strengthen the relationship between employee commitment and performance of their organizations.

5.5 Recommendations

5.5.1 Recommendations for Future Research

The study recommends that further study be undertaken to establish under what circumstances job enrichment and physical layout can contribute to the performance of commercial banks in Kenya. Besides, the study recommends that further investigation be carried out to establish how leadership styles can be harnessed to improve the overall efficacy of the individual interventions studied and how leadership styles can be harnessed to facilitate employee commitment derivable from technostructural interventions.

The study also recommends that further studies be undertaken to establish the effects of the individual leadership styles, that is, effect of transactional leadership styles and transformational leadership styles on technostructural interventions and how these leadership styles moderate on relationships between employee commitment and performance of commercial banks in Kenya. The study also recommends that further investigation be undertaken on how individual components of employee commitment viz affective commitment, continuance commitment and normative commitment mediate at various levels, the relationship between technostructural interventions and performance of commercial banks in Kenya.

To address the limitations highlighted in this study, it is recommended that a longitudinal study be undertaken to establish whether the findings of this study could hold. This is important given that the study was undertaken in a period when the banking sector in Kenya was undergoing turbulent times occasioned from the effects of the banking act amendment of the year two thousand and sixteen.

5.5.2 Recommendations with Policy Implications

This study recommends that commercial banks in Kenya enhance employee involvement interventions to enable greater commercial banks performance. This can be through top level management enhancing employee participation in decision making ventures. Strategies to achieve this can be board level representation and use of employee involvement teams.

The study also recommends that employee commitment be heightened in commercial banks in Kenya if the success of technostructural interventions in these commercial banks is to be attained. Top level management of these banks should therefore devise ways of building their employees affective commitment, normative commitment and continuance commitment. Measures that can be used towards this include cultivating relationships between subordinates and supervisors and also enhancing the physical working environments.

Lastly, the study recommends that leadership styles continue to be employed in a way that enhances employee commitment and thus drive the performance of commercial banks in Kenya. This calls for top level management to initiate leadership development programs that can enhance the individual leaders' transformational leadership qualities of idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

5.5.3 Recommendations with Managerial Implications

From this study, it is recommended that management of banks in Kenya explore on how employees work can be further enriched, especially in view of the low responses

on questionnaire items touching on repetitiveness of work. The management of the commercial banks also need to apply more focus on building employee loyalty in their respective organizations as the responses touching on the same registered low responses.

The study also recommends that management harnesses leadership styles so as to have a positive moderating effect in the relationship between employee commitment and the performance of commercial banks in Kenya. This is because whereas the study established that leadership styles moderate the relationship between employee commitment and performance of commercial banks in Kenya, the moderating effect is not buttressing.

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APPENDIX I: RESEARCH QUESTIONNAIRE

Part 1: Respondents Personal Details

Respondents Name [Optional].....

(Instruction -Tick where appropriate)

1. Gender:

Male Female

2. Age:

25- 35yrs 36-45 yrs. 45 –55 yrs. 55 yrs. and over

3. Highest Education Level:

Secondary level Diploma Bachelor’s degree Master’s Degree Doctoral degree

4. Working Experience as a Banker:

1-5 Years 6-10 Years 11-15 years 15 years and above

5. Current role:

Corporate Relationship Manager Business Banker Personal Banker

6. Number of years in current role:

< 1Year 1--3Years 3-5 years 5 years and above

Part 2: Bank Details

Banks Name [Optional].....

1. Bank Classification:

Multinational Regional Local

2. CBK Tier Category:

Large Bank Medium Bank Small Bank

3. Number of years’ of operating as a bank:

0- 5yrs 6-10 yrs. 11 –15 yrs. 20 yrs. and over

3. Number of operations in Kenya:

0- 5yrs 6-10 yrs. 11 –15 yrs. 20 yrs. and over

PART B: QUESTIONNAIRE ITEMS

1) Technostructural Interventions

Please tick in the boxes below the extent to which you agree to the following statements

(Key: 5= Strongly agree, 4 =Agree, 3 = Neither agree nor disagree, 2=Disagree

1=Strongly Disagree.)

Section 1: Job enrichment

a) Experienced meaningfulness of work

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	The job requires me to use a number of complex or high-level skills.					
2.	The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.					
3.	The job is quite simple and repetitive.					
4.	The job denies me any chance to use my personal initiative or judgment in carrying out the work.					
5.	The job itself is not very significant or important in the broader scheme of things.					

b) Experienced responsibility for work outcomes

1.	My opinion of myself goes up when I do this job well.					
2.	Generally speaking, I am very satisfied with this job.					
3.	I feel a very high degree of personal responsibility for the work I do on this job.					

*Kindly give any other comments on the level of satisfaction of staff in your organization regarding their jobs.....

.....

.....

2. Section II: Employee Involvement

Please tick in the boxes below the extent to which you agree to the following statements

(Key: 5= Strongly agree, 4 =Agree, 3 = Neither agree nor disagree, 2=Disagree

1=Strongly Disagree.)

a) Employee involvement in decision making

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	Decisions in this unit are usually made at the level where the best information is available.					

2.	Information is widely shared in this unit so that everyone can get the information s/he needs when it is needed.					
3.	Business planning in our unit is ongoing and involves everyone in the process to some degree.					
4.	Everyone in this unit believes that s/he can have a positive impact.					

b) Orientation of team to work coherently

1.	Cooperation and collaboration across functional roles are actively encouraged in this unit.					
2.	Working in this organization is like being part of a team.					
3.	Teams are the primary building block of this unit.					
4.	Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.					

c) Employee empowerment to make decisions

1.	This organization delegates authority so that people can act on their own.					
2.	The capability of the people in this unit is viewed as an important source of competitive advantage.					
3.	Problems often arise in my unit because we do not have the skills necessary to do the job.					
4.	This unit continuously invests in the skills of its employees.					

* Kindly give any other comments on the extent of employee involvement in decision making in your branch.....

.....

.....

Section III: Physical layout

Please tick in the boxes below the extent to which you agree to the following statements

(Key: 5= Strongly agree, 4 =Agree, 3 = Neither agree nor disagree, 2=Disagree

1=Strongly Disagree.)

Adequacy of working space

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	There is enough space in my cubicle to hold a face to face meeting.					
2.	There are different sized meeting room spaces on the floor where I am working					
3.	There is always a meeting room space available when I need it.					

Collaborative working space

1.	The arrangement and furnishing of the meeting room/spaces supports collaborative work.					
2.	There are adequate tools and technology in meeting room/spaces to support collaborative work.					
3.	I am distracted by people who are talking in common areas.					
4.	I can always find suitable places for certain types of conversations or collaborative work.					

Kindly give any other comments regarding the appropriateness of your work settings in attaining your job goals

.....

.....

.....

.....

.....

2. Employee Commitment

Please tick in the boxes below the extent to which you agree to the following statements

(Key: 5= Strongly agree, 4 =Agree, 3 = Neither agree nor disagree, 2=Disagree 1=Strongly Disagree.)

Ai) Continuance Commitment - Necessity to continue working for the organization

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	Right now, staying with my organization is a matter of necessity.					
2.	It would be very hard for me to leave my organization right now, even if I wanted to.					
3.	Too much of my life would be disrupted if I decided I wanted to leave my organization now.					

Aii) Continuance Commitment – Availability of alternative employment options

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	I feel that I have too few options to consider leaving this organization.					
2.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
3.	If I had not already put so much of myself into this organization, I might consider working elsewhere.					

Bi) Affective Commitment – Organization belongingness

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	I really feel as if this organization's problems are my own.					
2.	I would be very happy to spend the rest of my career with this organization.					
3.	I do feel like "part of the family" at my organization.					

Bii) Affective Commitment – Emotional attachment to the organization

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	I do feel "emotionally attached" to this organization.					
2.	I think that I could easily become as attached to another organization as I am to this one.					

Ci) Normative Commitment – Moral obligations

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	Jumping from organization to organization does not seem at all unethical to me.					
2.	I do not think that to be a ‘company man’ or ‘company woman’ is sensible anymore.					
3.	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.					

Cii) Normative Commitment – Faith in organizational allegiance

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	I do not believe that a person must always be loyal to his or her organization.					
2.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
3.	I was taught to believe in the value of remaining loyal to one organization.					

Kindly give any other comments on what affects your level and colleagues level of organizational commitment.....

3. Leadership Styles

Please tick in the boxes below the extent to which you agree to the following statements

(Key: 5= Strongly agree, 4 =Agree, 3 = Neither agree nor disagree, 2=Disagree

1=Strongly Disagree.)

a) Transactional leadership

Part I: Contingent Reward

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	The leadership clearly formulates expectations.					
2.	The leadership shows satisfaction if expectations were realized.					
3.	The leadership, as a counter-move for achievement, offers support.					

Part II: Management by exception passive

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	The leadership only intervenes when problems have arisen.					
2.	The leadership only reacts to problems if it is absolutely necessary.					

Part III) Management by exception active

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	The leadership pays special attention to the breaking of rules and deviation of set standards.					
2.	The leadership draws attention to mistakes.					
3.	The leadership consistently persecutes mistakes.					

b) Transformational leadership

Part I) Inspirational motivation

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	The leadership sees the future optimistically.					
2.	The leadership radiates enthusiasm.					
3.	The leadership offers attractive visions for the future.					
4.	The leadership mediates trust and confidence that the goals can be reached.					

Part II) Intellectual stimulation

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	The leadership promotes an intelligent, rational and carefully thought through resolution of problems.					
2.	The leadership recurringly puts 'things' into question.					
3.	The leadership makes innovative suggestions.					

Part III: Individual consideration

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	The leadership has time for each colleague.					
2.	The leadership acts as a coach and directs.					
3.	The leadership promotes individual development.					

Part III: Idealized influence

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	The leadership instills pride in followers.					
2.	Goes beyond their self-interest for the greater good of the organization					
3.	The leadership emphasizes collective mission.					
4.	Displays a sense of power and confidence.					

Kindly give any other comments on the organization leadership

styles.....

4. Bank Performance

Please tick in the boxes below the extent to which you agree to the following statements

(Key: 5= Strongly agree, 4 =Agree, 3 = Neither agree nor disagree, 2=Disagree

1=Strongly Disagree.)

Part Ia: Flexibility in undertaking operations

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	Our unit easily outsources activities of primary processes.					
2.	Our unit easily hires employees to anticipate demand fluctuations.					
3.	In our unit, we can easily vary the service capacity when demand changes.					

Part IIB: Flexibility in undertaking strategic decisions

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	In our unit we apply new technologies relatively often.					
2.	In our unit , we try to reduce risks by assuring we have services in different phases of their lifecycles.					
3.	Our unit is very active in creating new service -market combinations.					

Part IIa: Responsiveness – Innovative culture

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	Creativity is highly appreciated in our unit.					
2.	The person that introduces a less idea in our company can forget about his/her career.					
3.	Deviating opinions are not tolerated in our unit.					

Part IIB: Responsiveness – Information processing capabilities

	<u>STATEMENT</u>	<u>RESPONSE</u>				
		5	4	3	2	1
1.	In our unit, we often carry out an extensive competitor analysis.					
2.	In our industry we are always first to know what's going on.					

Part III: Profitability- Attainment of set targets

Please indicate here-below the level attained by your unit in relation to set targets for last year: Key: 5 = Exceeded by far (116% and above), 4= Generally exceeded (105% - 115%), 3 = Met (95% -104%), 2 = Partially Met (90%-94%), 1= Not Met (89% and below).

	<u>STATEMENT</u>	RESPONSE				
		5	4	3	2	1
1.	Level attained by your unit in relation to set Profitability target.					
2.	Level attained by your unit in relation to Cost Efficiency.					

Thanks you very much for your time!

APPENDIX II: RESEARCH PROGRAM

ACTIVITY	JAN 2015- APRIL 2016.	MAY 2016 - JULY 2016.	AUG 2016 – DEC 2016.	JAN 2017 – DEC 2018
Development of the Research Proposal.	XX			
Defense of Proposal.		XX		
Data Collection, Data Analysis and Report Writing.				XX
Writing and Presentation of the thesis.				XX
Corrections on research report.				XX

APPENDIX III: RESEARCH BUDGET

ITEM	QUANTITY	UNIT COST (KSHS)	TOTAL COST (KSHS)
Stationary	30 reams	500	15,000
Travel/Telephone Logistics	-	1,000	30,000
Typing services	250 pages	5	1,250
Binding	6 copies	120	750
Research Assistants	6	15,000	90,000
Miscellaneous			20,000
Total	6		157,000

APPENDIX IV: RESEARCH PERMIT REQUEST LETTER

**THE CHIEF EXECUTIVE OFFICER
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND
INNOVATION
P. O. BOX 30623 - 00100
NAIROBI**

30th March 2017

Dear Sir/Madam

RE: REQUEST FOR A RESEARCH PERMIT

I am a PhD (Business) Candidate at Kenyatta University. I intend to undertake a research study on technostructural interventions, which are part of organization development interventions, and how they relate to performance of commercial banks in Kenya. Undertaking the research is in partial fulfillment for the award of a PhD (Business) degree at the University.

I kindly request your office to issue me with a licence towards undertaking the research. Attached here-with is my research proposal. I commit to adhere to the highest levels of research ethics.

Yours Faithfully

MOSES SIRURI MARWA

D86/CTY/26903/2013

C.c Chairman
Department of Business Administration
Kenyatta University.

APPENDIX V: LIST OF COMMERCIAL BANKS IN KENYA

No.	Bank Name	CBK Peer Group Category
1	African Banking Corporation Limited	Small
2	Bank of Africa Kenya Limited	Medium
3	Bank of Baroda (K) Limited	Medium
4	Bank of India	Medium
5	Barclays Bank of Kenya Limited	Large
6	CfC Stanbic Bank Limited	Medium
7	Citibank N.A Kenya	Medium
8	Commercial Bank of Africa Limited	Medium
9	Consolidated Bank of Kenya Limited	Small
10	Co-operative Bank of Kenya Limited	Large
11	Credit Bank Limited	Small
12	Development Bank of Kenya Limited	Small
13	Diamond Trust Bank Kenya Limited	Medium
14	Ecobank Kenya Limited	Medium
15	Spire Bank Ltd	Small
16	Equity Bank Kenya Limited	Large
17	Family Bank Limited	Medium
18	Fidelity Commercial Bank Limited	Small
19	First Community Bank Limited	Small
20	Guaranty Trust Bank (K) Ltd	Medium
21	Giro Commercial Bank Limited	Small
22	Guardian Bank Limited	Small
23	Gulf African Bank Limited	Small
24	Habib Bank A.G Zurich	Small
25	Habib Bank Limited	Small
26	I & M Bank Limited	Medium
27	Jamii Bora Bank Limited	Small
28	KCB Bank Kenya Limited	Large
29	Middle East Bank (K) Limited	Small
30	National Bank of Kenya Limited	Medium
31	NIC Bank Limited	Medium
32	M-Oriental Bank Limited	Small
33	Paramount Bank Limited	Small
34	Prime Bank Limited	Medium
35	Sidian Bank Limited	Small
36	Standard Chartered Bank Kenya Limited	Large
37	Trans-National Bank Limited	Small
38	UBA Kenya Bank Limited	Small
39	Victoria Commercial Bank Limited	Small
40	HFC Limited	Medium